

NOVEMBER 15, 1942



TWENTY CENTS

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# Sales Management

## THIS IS THE JOB WHICH SALES EXECUTIVES MUST LICK

This war economy is a completely abnormal situation; it is also a completely temporary situation. There will come a day when this stupendous production of military goods is no longer necessary. The gigantic factories which now work night and day to turn out implements of death and destruction will eventually exhaust their markets. What happens then? The answer to that question is up to us.

You can conjure up a nightmare for yourself if you choose, of course. You can imagine that all of this activity will just stop, overnight; that the men who are now so busy will fall into idleness; that the marvelous strength and energy which are now being used so fully will somehow be dissipated; that the Nation which so brilliantly found the way to produce for destruction will be utterly baffled by the problem of producing for peace. You can grow despondent thinking about the terrible slump that will bring our economy down about our ears after the war.

But I do not for a minute believe that anything of the

kind will happen. We shall have no one to blame but ourselves if it does. Must we be so stupid as to throw away the skill, the resources, and the strength which we have now developed? Can't we do anything with this magnificent machine that we have harnessed for our service?

Of course we can do something with it . . . For a generation we have been living on the edge of a new world; we are only now beginning to realize it.

For the first time in the history of the human race there can be enough of everything to go around. Poverty is not inevitable any more. The sum total of the world's greatest possible output of goods divided by the sum total of the world's inhabitants no longer means a little less than enough for everybody. It means more than enough. The possibilities in that simple statement are beyond calculation—and what we are fighting for is the right to turn some of those possibilities into realities.

—DONALD M. NELSON

THE MAGAZINE OF MODERN MARKETING

FOR EDITORIAL ACHIEVEMENT

1 9 4 2

First Award to

*Mill & Factory*

for the best single issue of special purpose published during the twelve months ending July 31, 1942 in the fifth annual competition conducted by

INDUSTRIAL MARKETING

FOR EDITORIAL ACHIEVEMENT

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21 to

**MILL & FACTORY**

AUGUST, 1942



FOR EDITORIAL ACHIEVEMENT

1 9 4 2

Award of Merit to

*Mill & Factory*

for the best published research work initiated by a business paper during the year ending July 31, 1942 in the annual competition

**The ONLY Publication Ever Voted  
3 AWARDS by Industrial Marketing**

For the first time in the history of INDUSTRIAL MARKETING's Annual Editorial Competition, *three* Awards for "outstanding editorial achievement" have been conferred on a single publication *in the same year!*

This year, in a field of 308 entries, MILL & FACTORY won *three* of the total *fourteen* Awards presented by INDUSTRIAL MARKETING . . . First Award for "BEST SINGLE ISSUE OF SPECIAL PURPOSE"; Award of Merit for "BEST SERIES OF EDITORIAL ARTICLES"; and Award of Merit for "BEST PUBLISHED RESEARCH." No other publication has ever received such sweeping recognition of its services to the war effort!

The publishers of MILL & FACTORY proudly accept this tribute to their efforts to concentrate their entire editorial content on helpful war-production subjects. Conover-Mast Corporation, 205 E. 42nd St., New York; 333 N. Michigan Ave., Chicago; Leader Bldg., Cleveland.

**MILL & FACTORY**

A Conover-Mast Publication

# What *Every Woman* wants to know about a Man...



—that if he can't see action on the fighting front, he swings into action on the home front . . . that he volunteers for the service he can do best, whether it's first aid or civilian defense against possible air raids!



—that he makes the most of his well-earned leisure . . . that he always chooses the best, complimenting his guests and his own good taste by serving mild Old Schenley, *first in quality among bottled-in-bonds!*

Set of 6, full-color flower reprints, suitable for framing, without advertising, sent upon receipt of 25¢. Copr. 1942, Stagg-Finch Distillers Corp., N.Y.C., Dept. S

[TUNE IN JACK PEARL ON SCHENLEY'S CRESTA BLANCA CARNIVAL — MUTUAL BROADCASTING SYSTEM — EVERY WEDNESDAY EVENING]

NOVEMBER 15, 1942

[ 1 ]



## THE HUMAN SIDE

### Furniture for Lilliput

A passer-by, seeing a display of beautifully made miniature furniture in the tiny window of the doll-sized store at 132-A East 55th St., New York City, naturally expects the craftsman responsible for these small objects to be a small man. Anyone who goes into the store, however, is in for a surprise, for Eric H. Pearson, creator of the furniture, looks like an ex-football player. And his hands, so skilled in the manipulation of small tools, would do credit to a champion boxer.

To one who admires fine furniture and fine workmanship, or who likes miniatures, the Pearson establishment is a fascinating place. In it are small-scaled, but exact, copies in miniature of Duncan Phyfe, Hepplewhite, Chippendale, Sheraton, and other fine furniture. At the rear is Mr. Pearson's work-table, with dozens of small tools neatly arranged in a wall rack.

Mr. Pearson learned his craft at trade schools in his native Sweden. He can make large-sized furniture, but prefers miniatures. He makes drawings before starting the small pieces, most of which are of mahogany built on the scale of one inch to the foot. He buys mahogany furniture from antique shops, to obtain his raw material. He makes pieces to order, in addition to selling from stock.

His clientele has been built from personal recommendations, one customer telling another, and through advertising in such magazines as *House Beautiful*. At intervals he gets out a mimeographed price-list. The current one, issued in September, lists about 60 items, in addition to a specialty now being actively promoted—cup, saucer and plate stands, selling at a dollar or a bit more.

Judged on the basis of size alone, the Pearson prices appear high. Those familiar with miniatures will tell you, however, that



This is Eric H. Pearson's worktable, at which he makes miniature reproductions of antique furniture, on a scale of one inch to the foot. On the table are a Dutch cabinet of maple, an Early American cradle; "library steps"; a piecrust, tilt-top table; some chairs and tables, and a Sheraton sideboard.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright November 15, 1942, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. November 15, 1942. Volume 51, No. 11.

a good many more man-hours and far more patience and exacting care usually go into a well-made piece of miniature furniture than would go into its full-sized prototype.

More tables are listed than other types of furniture. An inexpensive item is a mahogany table, two and one-half inches high, for \$3.25. With a tilt-top this same table is \$4.50. A tilt-top pie-crust table, with claw feet, two and one-quarter inches high, is \$15. A drum table with leather top, four drawers, and some simulated books, is \$19.50. Among chairs, a walnut Colonial comb-back rocker, three and one-half inches high, one and three-quarter inches wide and one and five-eighth inches deep, sells for \$18. Least expensive bed listed is a Duncan Phyfe sleigh type, four inches high, for \$6; most expensive is a Hepplewhite canopy bed with reeded and carved posts, for \$35.

To make sure that his copies are authentic, Mr. Pearson visits museums and the homes of customers who have pieces they want duplicated. He also has a library of books on antique furniture. He makes some of his own tools and all of the hardware for the furniture.

One of his hardest jobs was that of making a nest of tables with glass tops, the tops being held by a molding one-sixth of an inch thick. The smallest table in the nest had a top with a diameter of one-half inch, the molding for which warped upon completion, causing the glass to break just after it had been fitted into the top.

A perfectionist, he insists that all moving parts function precisely. Drawers slide out easily. A four-drawer revolving table spins smoothly. A set of "library steps" (inlaid leather steps) has a drawer under the center step which pulls out easily. Before the war, woodworker Pearson made a spinet that would actually play and a Grandfather clock that would tell time—but it is now impossible to get the mechanisms for these specialties.

Though the Pearson creations are doll-sized, they do not, as a rule, go into doll-houses, nor are they bought for children. Most of them are bought by, or for, collectors.

Mrs. Pearson helps her husband with the business end of his work, but modestly disclaims any credit for the workmanship. There is a pleasant relationship between the couple and their customers, the latter often sending detailed letters of instruction and asking to see drawings before placing their orders.

Demand follows current trends to some extent, as shown by interest in a coffee table with a tray top on a collapsible luggage-rack type of base. There are even occasional orders for modern pieces. But it is doubtful that Mr. Pearson would ever make modern furniture just for the fun of it.

### Sons of Mother Bell

Each month more than 800 copies of *Telephone Review*, company magazine of the New York Telephone Co., are delivered to former employees now in the armed forces. The magazine is one of two main links between the company and the men. The other link is each man's immediate supervisor.

When a telephone employee leaves his job to don a uniform, his superior sends his name, home address and service address (if known) to the editor of the magazine. The editor then writes a personal letter to the service man, offering to send the *Review* both to his home address and to his service address, and at the same time asks him for news and snapshots of himself and any of his buddies who are former telephone men. The mailing list of 800 names grew from such offers.

The *Review* compares favorably with general magazines, running about 50 pages, on coated stock, with four-color covers, and two colors, besides white, throughout the book. In peace-time, it is edited under the principle that "names make news," and is profusely illustrated. It is not unusual for an issue to reproduce more than 200 photographs, in addition to a few drawings. It is still edited under this principle, but there is

# 30,000 Women in City Needed for War Jobs

## Must Shift to Factories to Release Men, Says Army Officer; Move to Ease Housing Shortage

At least 30,000 Milwaukee women—maybe 40,000—will have to quit their kitchens, bridge parties and bingo games and go to work in war plants in the next year to keep up production as factory man power is drained off into the armed forces.

That warning was given Thursday by an army officer and by representatives of two federal agencies at a meeting at the Wisconsin hotel. Public officials and representatives of industry, building, real estate and labor were told "to come to grip with realities" in the city's critical housing shortage.

Women who are not now employed must go to work because there won't be enough men and because there will not be enough housing to accommodate an influx of workers from other cities, federal officials said. The plain inference was given that if the city doesn't solve its employment and housing situation it will lose some of its big war contract.



## More Women in the Money

More than 40,000 women are now working in Milwaukee factories to produce the makings of victory. Expanding war production and a labor shortage will force some 30,000 more to join the labor force in the next year. Blue collar or white collar, the women don't mind because the soiled hands are full of money.

These new feminine earners not only belong to "new-money" families. They have a new outlook on life, new ideas

and new tastes in merchandise. They are better prospects and buyers of a wider range of products.

A vital part of America's war effort, they are more interested than ever before in news and advertising. They are reading less escape literature and more newspapers. You can reach 9 out of 10 of them in *The Milwaukee Journal*.

**THE MILWAUKEE JOURNAL**  
FIRST BY MERIT



IT'S cotton pickin' time down in the rich Mid-South market, and the dollars are rolling in. This year, the Memphis market is having the biggest cotton year in its history, with every major cotton record smashed in 1941 and 1942.

The value of the cotton and the seed grown in this area will exceed a half billion dollars!

Get your share of this tremendous spendable income by scheduling your message now over WMC, the pioneer radio station of the Mid-South.

# WMC

Memphis, Tennessee

NBC Network

Represented Nationally by

THE BRANHAM COMPANY

Owned and Operated by

**The Commercial Appeal**

Member of  
South Central Quality Network  
WMC—Memphis WJDX—Jackson, Miss.  
KWKH-KTBS—Shreveport  
WSMB—New Orleans  
KARK—Little Rock



*The cotton capital of the world!  
the industrial capital of the Mid-South!*

a war flavor to much of its current contents, which comprises articles on installations for the armed forces, the proper care of cars and trucks in wartime, and such features as "Air Raid Warning by Remote Control."

But there's also a new department, "In Active Service," made up of news, pictures and excerpts of letters from former workers. Another monthly department, "Called to the Colors," lists "additional men who have entered active duty. . . ." In recent months, the lists have been made up of more than 100 men—which gives an idea of the rate at which the New York Telephone Co. is losing its men in their country's service. The magazine also prints lists of men whose addresses are not secret, and who have expressed a desire to hear from their former colleagues. These requests have inspired round robin missives, sometimes including personal notes from an entire department, from its chief to the office boy.

Judging by excerpts from letters written by the "Sons of Mother Bell" (as telephone men describe themselves), there's considerable *esprit de corps* among them, no matter how far from the home office they may be. One lieutenant refers to his company as a "New York telephone outfit," since it has 14 former employes and expects more. Another says, "The New York Telephone Co. is well represented at this post. In fact, if it weren't for the uniform and living in barracks one would not notice the difference between here and home." Still another: "There are plenty of Mother Bell's sons here."

The New York Telephone Co. has no company-wide plan for writing to service men, but supervisors are encouraged to keep in touch with their own men, and it is they who usually initiate the "round robins" from the gang at the office. The supervisor is also expected to keep in touch with the family or dependents of one of his subordinates who enters Uncle Sam's service.



One of the most popular paintings from the first World War, is—"Not This Trip, Old Pal," painted by Arthur D. Fuller. It will make its second wartime appearance on the Hercules Powder Co. calendar, where it made its debut 25 years ago. On the 1943 calendar is this inscription: "In the spirit of 'We did it once; we'll do it again,' Hercules dedicates anew its 1943 calendar, 'Not This Trip, Old Pal,' to Americans who are fighting and working for Victory." It will be sent throughout the world, and an initial run of 175,000 copies has been ordered in anticipation of renewed public demand. An interesting sidelight of the new calendar will be a recollection of the 1918 Army uniform, its old-style cartridge belt, campaign hat, puttees, and Springfield rifle.



*The signing of the Declaration of Independence in Congress at Independence Hall, Philadelphia, July 4, 1776.*



# Out of their READING... *they lit the flame of freedom*

NEVER, perhaps, has a great task been given to a group of men so learned, so well read as those who wrote the Declaration of Independence and the Constitution.

There was Thomas Jefferson, who read the books of the great thinkers in their own tongues—Latin, Greek, French, Spanish, Italian, and even Anglo-Saxon. He left a library of 10,000 volumes.

There was James Madison, student of theology and Hebrew, and one of the best read men in the Colonies.

And Ben Franklin who, remembering his own boyish hunger for books, started the first circulating library in America.

*And so with all the other Founding Fathers. They brought to their mighty task the culled wisdom of the ages . . . And out of their reading they lit the flame of freedom.*

READING is still the truest education for democracy . . . the reading not of scholars only, but of men and women in all conditions

of life, all ages, all tastes and interests . . . the reading of the people.

Such is the influence exercised today by *The American Weekly*—the magazine distributed from coast to coast through 20 great Sunday newspapers—in the homes of more than 7,500,000 families.

Its true stories, taken from real life—tales of love and adventure, mystery and intrigue, tragedy and crime—satisfy the hunger of great multitudes of human beings for color and glamor in their everyday lives.

Its service pages provide such authoritative and practical advice and information on nutrition, cooking, beauty care, clothes and housekeeping that women readers express their interest and gratitude with thousands of letters every month.

Its thrilling articles on the new advances in science, the little known or recently discovered

facts of history, biography, medicine, art, religion, are told in simple, vivid language that, all can understand; yet so complete is their authenticity that copies are used by instructors in schools and scientific institutions throughout the United States.

Thus this great magazine, with an appeal as varied and far-ranging as human nature itself, brings refreshing entertainment to countless millions—opens new paths of discovery and knowledge—widens the whole of their experience. Its influence reaches beyond all actual measurement—goes deep into American life.

The national advertiser who associates his product with such an institution is tying it up with the greatest force known in advertising. He is making his advertising message, like the rest of *The American Weekly*, the reading habit of more than 7,500,000 American families.

**THE AMERICAN WEEKLY**  
Greatest Circulation in the World

*"The Nation's Reading Habit"*  
MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

# Sales Management

VOL. 51, NO. 11 NOVEMBER 15, 1942

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Although the editors endeavor to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

SALES MANAGEMENT

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending November 15, 1942:

## Reroute Your Salesmen Now!

SALESMEN WON'T GET ANY BREAKS under the new nation-wide gasoline rationing plan. Such strategems as these will be necessary: telescoping of sales territories, elimination of many small towns and cities from the route list, fewer calls for each customer during the year, greater dependence upon already over-burdened public transportation systems, pooling of automobiles with other salesmen, organization of sales caravans, greatest use of direct mail and business papers.

One notable example of the tightening of eligibility is the elimination of all types of salesmen from the preferred mileage plan. Under the eastern plan most salesmen were barred from preferred mileage, but certain ones engaged in the sale of productive equipment held necessary to the war effort were allowed "C" cards. From this point on "C" rations may be issued to certain maintenance and repair men, provided that "transportation is not sought for purposes of selling, merchandising or promoting."

Local rationing boards are being told by Washington to adhere strictly to the Washington regulations and, if they do so, those men whose primary work is selling, and who perform service and maintenance tasks only incidentally, will not be allowed the custom-made books but, on the other hand, we believe that the local boards will not go so far as to insist that these men must not solicit or accept any orders.

While there always remains the possibility that the OPA may relax its restrictions, the wide-awake sales executive must proceed on the assumption that travel problems may get much worse before they get better.

Business papers and direct mail will be used even more widely than at present to effect orderly and efficient distribution of non-war goods.

Such is the prediction of Leon Henderson, made in a letter to Senator Maybank regarding a petition signed by 4,549 traveling businessmen endorsing the proposal of the South Carolina Traveling Men's Association that salesmen be allotted gasoline for 750 miles of travel each month. Mr. Henderson estimated that issuance of the 750-mile monthly allotment to one-half million traveling salesmen would increase gasoline consumption by 7,400 barrels daily, an increase which he labeled as "impossible" at the present time.

## Hot Money

DESPITE HIGHER TAXES the American people after paying their tax bill in the calendar year 1943 will have left of their income some \$36 billion more than they had after paying their taxes in 1940. John Sullivan, Assistant Secretary of the Treasury, is authority for that statement. He points out that this increase is almost as large as the total national income in 1932.

Most of that money will be saved. There won't be enough goods to spend it on, although the wartime pattern will probably show considerable increases both in dollars and percentage for services and amusements.

The major part will be socked away but will rush back to the market places when goods are available again. The largest savings will, of course, come in those sections which

are having the biggest current boom, and those are the spots where advertising should be intensified.

In September national income was running at the rate of \$116 billions a year and in that month the Government paid out five- and one-half billions—or at the rate of \$66 billions a year—for war purposes, which means 57% for war and 43% for the civilian economy. A 60% rate is about the highest achieved to date by any of the warring powers.

Just what people will buy next year with the \$70 billion (estimate of the OPA) available for goods and services and where they will do the buying—are difficult questions to answer.

## The Vanishing Retailer

THE BIRTH RATE of retail stores is declining sharply and the death rate is mounting. Even some of the big chain systems may not survive the war. Those in the food field, for example, are suffering from a serious squeeze, brought about by increased costs at one end and ceiling prices on the other. Between September, 1941 and July, 1942 the Dun & Bradstreet records show a 27% drop in the birth rate and a 14% increase in the death rate in retailing. The withdrawal came chiefly from those engaged in selling automotive products, appliances, furniture and household items, building materials and hardware. Food dealers suffered least.

Now the death rate is starting to go up in food and drug stores. Some merchants have taken the bankruptcy route, others have closed because their proprietors have gone into the service or into war industry, some have quit because the multitudinous government forms they have to fill out have made them reach the conclusion that business life isn't worth while.

When people begin to spend the money they are saving now, what will they buy? Remember how we refer laughingly to the Gay Nineties, buggies, Congress gaiters, corsets, kerosene lamps, morris chairs, pyrography and hitching posts? It would be tough after the war, as one adver-



*Competing Newspapers Find a Common Interest:*  
In no other city are newspapers more hotly competitive than in Los Angeles—and yet the four papers there have gotten together on a campaign to induce even greater newspaper reading. Through the Dan B. Miner Co. they are using posters, (such as the one above) car cards, radio, (yes even radio!) community and school newspapers. Such a banding together to do a necessary promotion job could well be followed by other groups which should know—at long last—that the most important competition comes from other industries, from public apathy, from changed habits (such as the current vogue for getting along without—and liking it).

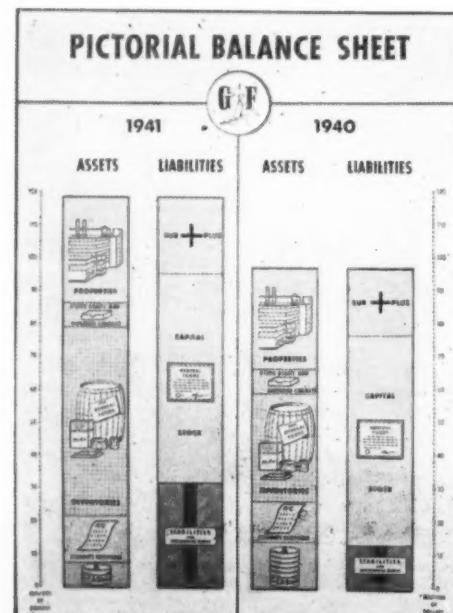
tising man pointed out the other day, if people started making humorous cracks about your product—linking it to the thoughtless thirties.

Ordinarily, this passing from the old to the new is gradual and can be kept up with. But this time it looks as though we will crash into a new era without any warning. It will bust right in our faces. We may discover that people have quietly been figuring out a scheme of living that will leave us as badly out of it as a hot-dog stand on the old turnpike when the new road was put through. They may have different ideas about packages, food tastes, radio commercials, houses, cars and general living conditions. To be referred to as "pre-war," may be as damning as to be called Victorian.

## Putting Stockholders to Work

CLARENCE FRANCIS, president of General Foods Corp., goes well out of his way to give stockholders in the corporation a chance to comment and criticize. With the annual report he has sent a letter asking their cooperation in filling out a questionnaire in which he asks them a number of general questions, such as "If I were an officer of General Foods, I would urge my associate of the company to operate on the theory that the war will not end until—" and then spaces are given in which stockholders may register their opinion that the war will end in 1943, 1944, 1945 or at a later date; he asks their opinion on the company's policy on continuing advertising, on whether or not the company is right in loaning men to government service—and then he sticks his neck way out by asking twin questions, the first, "From what I know and from what I have heard it is my impression that General Foods is alert and progressive in the following ways," and "On the other hand, it is my impression that General Foods is somewhat behind the times in the following ways."

He lists 17 subjects which might be discussed in this year's annual report and asks the owners of the company to check the five which interests them most. At the top of the last page space is given for the stockholders to expose themselves on, "If I were sitting in your office, I would like to ask you: \_\_\_\_\_" and three-fourths of that page is left for filling in under, "I am taking you at your word, Mr. Francis, and in the space following I am jotting down my opinions and suggestions about our company and its affairs."



The annual report of General Foods Corp. is designed for easy reading and comprehension and, so that the stockholder may really feel that he is a partner in the business, the president invites him to squawk, if he cares to, and to make suggestions. See further comment on this page. G. F., together with many other corporations, today shows reduced cash, greatly expanded inventories.

Wall Street's financial and banking circles, are so accustomed to secrecy, brevity and the "The King Can Do No Wrong" attitude of most annual reports that they cannot believe that any good can come from such an heretical effort, but the General Foods management believes that even stockholders are human beings and that some of them are probably pretty smart.

## What the NIAA Is Doing

POOLING OF WAR PROMOTION IDEAS by manufacturers is being engineered by the National Industrial Advertisers Association with its 25 chapters and 2,000 members. Under the direction of President Herbert Mercready and Vice-President Wilmer H. Cordes, the NIAA activities will center around four phases of wartime promotion. Each of these four divisions is headed by a chairman, an experienced advertising man, who will correlate the work of the national association with that of local chairmen appointed in each chapter. The four divisions are: War production promotions, industrial training, war-winning advertising, conservation and scrap salvage.

Manufacturers who wish to use the splendidly developed NIAA plan should get in touch with that organization at 101 East Ohio St., Chicago. Their program includes help on plant posters, production drives, house organs and all other activities included in increased plant production—methods used to train green employees—suggestions on how to advertise now—assistance for the individual advertising man in formulating scrap drives in his own plant.

## Significant Shorts

**How to Write a Good Advertisement:** Victor O. Schwab, head of Schwab and Beatty, Inc., New York City, has written a splendid book under that title which is built around five basic ideas which are just as applicable to personal selling as to advertisements. They are: 1. Get attention; 2. Show people the advantage; 3. Prove it; 4. Persuade people to grasp this advantage; 5. Ask for action. He tells of analyzing the advertising in a monthly magazine which was used by 201 advertisers. When the advertiser mentioned the retail price of the product he wrote it down; when he did not, Mr. Schwab checked with dealers and found the price. These advertisers were asking each reader to spend \$7,473.17 for their products. Surveys indicate that the average annual family income of the readers of this magazine is \$2,275. So, Mr. Schwab points out, in this battle for the bucks your copy must be good.

**Surveys That Mean Nothing:** Five identical letters came to one man in the SALES MANAGEMENT organization on October 31. The letterhead was that of a "market research consultant," who is not listed in the telephone book and who is not known in research circles. Obviously the name is a blind for a direct-mail or a tabulating house. The letter repeats an all-too-familiar pattern—of asking the recipient to answer some questions on a return postcard dealing with magazines read regularly and the one or two which would be indispensable above all others . . . what can the returns from such a mailing really mean? The return postcard could have been filled out by the man to whom they were addressed—or by an associate, a secretary, an office boy or by a competitor of the magazine which initiated the so-called survey. If advertisers and their agencies accept the result of surveys of this kind without making a generous discount, they are not nearly as smart as we think they are.

PHILIP SALISBURY

SALES MANAGEMENT



Osborne



Bates



Danilek



Mitchell

DAVID R. OSBORNE, training director, Studebaker Corp., was elected president of the National Society of Sales Training Executives at the recent Buffalo meeting of the organization.

KENNETH O. BATES has been promoted to the position of vice-president and general manager of the floor division of the Armstrong Cork Co., Lancaster, Pa. He has been assistant general manager and general sales manager of that division since last year.

JOSEPH A. DANILEK is the new assistant to the president at Dorothy Gray, Ltd., New York City. He was formerly comptroller and acting general manager at Elizabeth Arden.

DON G. MITCHELL is appointed as vice-president in charge of sales of Sylvania Electric Products, Inc., New York City. Mr. Mitchell was formerly vice-president in charge of sales of Pepsi-Cola Co.

## NEWS REEL



Rea



Christopher



Carson



McGraw

FRED W. REA, advertising and sales promotion manager of the floor covering department of The Paraffine Companies, Inc., San Francisco, is appointed as manager of public and industrial relations of the company.

GEORGE T. CHRISTOPHER, president and general manager of the Packard Motor Car Co., Detroit, assumes the presidency of Packard Motor Car Co., of New York, following the resignation of Lee J. Eastman.

R. W. CARSON is the new vice-president and general manager of the Packard Motor Car Co., of New York. He was formerly assistant sales manager at the Packard factory, and has been with the company since 1917.

MAX McGRAW, president of the McGraw Electric Co., Chicago, was elected president of the National Electrical Manufacturers Association at the association's annual meeting in New York City.

BY  
JOHN ALLEN MURPHY

The record of John T. Lawless, president, The American Felt Co., provides one strongly affirmative answer to the question posed below. This article tells why Mr. Lawless has been such an effective leader.



John T. Lawless

## Should Each Company "Grow" and Train Its Own President?

MOST successful companies grow their own presidents. Usually the president got his job because of the record he achieved in doing his work. Generally his was basically the company's most important division or he made it the most important. Or he was so outstandingly successful in handling the company's principal activity or in dealing with its most persistent problem, that he became the logical choice for president when that position was vacant.

That is how John T. Lawless became president of the American Felt Co. Mr. Lawless has been the company's executive head since 1932, but he has been with the organization since 1908, virtually all that time in charge of production.

American Felt, itself, dates back to 1898. It is a consolidation of a number of felt manufacturers, one of which was started in 1871. The industry today is composed of less than ten producers. The American Felt Co. is the largest of them and is the industry's outstanding leader.

Felting is an ancient art. Felt is

mentioned by ancient writers. It may be an older art than spinning. In Northern Asia, at least, it was early used for clothing, head coverings, tents and for decorative fabrics.

The basic principle of the art has not changed much during the centuries, although, of course, there has been a steady improvement in methods. Mechanical production has superseded manual methods. Today laboratory control from raw materials through to finished product enables the felt manufacturer to produce thousands of different felts to precise specifications.

American Felt Co. is the industry's leader primarily because of its production superiority. And it is President Lawless who is mainly responsible for the company's manufacturing leadership. Even his competitors will grant that Mr. Lawless is the industry's best production executive and probably the best the felt business ever has had. The industry knows that it has profited greatly from Lawless. It appreciates that under his guidance it has made tremendous strides in the last decade. During this period not only

has the quality of felt been greatly improved, but its versatility and usefulness has been widely enhanced.

Usually industry leadership in a field gravitates to the company or to the executive who is most industry-conscious. Mr. Lawless is intensely industry-conscious. Long before he became president of the company, he saw that the felt manufacturer's real competitors are not other felt manufacturers. Their toughest competition comes from the companies in other lines who are making things to compete with felt.

The only way to lick this competition, Mr. Lawless perceived, was to make better felt, to adapt it to a larger variety of uses, to put engineering properties into it which would more exactly fit the needs of the markets than the materials with which it was competing. At the same time, felt was not to be over-sold. It must be offered only for uses where it could do a job. Research opened up more and more such uses. Every new application for felt that was disclosed developed still further applications. Every production problem solved with felt automatically leads to the solution of other problems.

The more the felt manufacturers accepted these ideals and got busy carrying them out, the stronger became their position in their markets. In a word, the felt industry has succeeded under the stress of this new competition because it accepted the challenge of these other materials. Vastly improved production processes have been developed so that today felt has a versatility of properties that enables

## Seven Management Ideas the President of Any Company Can Use

1. Don't have rigid age limits. New recruits need the steady influence of old fellows.
2. Don't have your office too far away from actual manufacturing operations.
3. Maintain an over-all perspective: the ideal calls for an understanding of production problems and also an intimate knowledge of the requirements of hundreds of customers.
4. Above all, *understand* your labor. Factory workers want sympathy, understanding and appreciation; be friendly.
5. Don't depend upon letters or bulletin boards for relations with factory workers. Talk with them, *listen* to them.
6. Lend your workers a sympathetic ear. They can make better suggestions face to face with you than through a foreman or a question box.
7. Handle a few important accounts personally so that you know what the sales department is up against.

it to compete on a better-than-equal basis with any of the outside materials that have been coming into felt markets.

Mr. Lawless came near being a leather man. As a boy he matriculated in a leather business and liked it. He shifted over to the felt industry only because his employers went into it and he accompanied them. At first he was an office clerk, working on production matters. The factory was having trouble in a sizing operation. Young Lawless was trying to straighten out the difficulty but with little success. So one day he put on a pair of overalls and tackled the job himself. In a couple of weeks he had solved the problem. Sizing is one of the messiest jobs in a felt plant. Mr. Lawless got wool in his nostrils, mouth, ears, hair and apparently into his blood stream, for he has been an inveterate production man ever since.

Then and there, Mr. Lawless discovered the very first qualification of a production executive. He must know how to make the product from beginning to end and he should know how to do every job himself. Mr. Lawless prides himself on being able to take a competent hand at any task in the plants. On one occasion, a famous inventor, who was using felt in some of his experiments, was being conducted through an American Felt plant. After a while, it was noticed that Mr. Lawless was missing from the party. Presently, he was discovered sitting beside a girl operator of a part-cutting machine. She was showing the president of the company how to run the machine. He had found an operation

which he had not mastered, as the machine was new.

The proper method of making felt has been in the course of evolution for a long time. Mr. Lawless' greatest concern is to make sure that these methods are strictly followed. He says that he sometimes finds that long-established methods of production have been abandoned. Why and when they were given up may not be known.

Usually these changes are made by new employes shifted from other departments—by men who did not appreciate the value of the old methods and who thought it was possible to take short cuts. The work may not have suffered noticeably because of the change, but it did suffer. Basic methods of felting have stood the test of time and while they can be improved on they should not be changed fundamentally.

### Old Employes Are Favored

That is why Mr. Lawless favors old employes—workmen, foremen and superintendents. These experienced men are suspicious of short cuts. They have learned that changes should come slowly and that foundation processes should not be monkeyed with. The company keeps old employes as long as possible. It needs them as much for what they know will not work as for what they know will work. It also has been discovered that some old employes may be unsatisfactory in many ways, but as a rule it is far easier and less expensive to correct their faults than it is to break in new men.

This does not mean that Mr. Lawless espouses grandfatherism. He appreciates that any live business organization must have a constant influx of young workers. He values the energy and enthusiasm of these recruits, but he knows that they need the steady influence of the old fellows. He is strong in the conviction that sound progress can only come through sound methods, and that such methods result only from ripe experience.

Two years ago, the American Felt Co. moved its executive offices from New York City to its plant at Greenville, Conn. There were a number of reasons for this move. But one surprising result of it is that it made the already highly production-conscious executives of the company even more production-conscious. Mr. Lawless says that though he always has made frequent trips to all plants, he has long been aware that a New York skyscraper is not a good location for a production executive. He holds that such an executive should be closely accessible to actual manufacturing operations. From his new office it is but a few steps into the factory, and he takes these steps several times a day. Now the president can give closer attention to his real job which is managing production.

There are 101 things that must be everlastingly watched in felt manufacturing. Something will go wrong and perhaps only the Big Boss will know the cause of the trouble. And even the oldtimers need frequent stimulating. The importance of observing the fundamentals must be constantly stressed. Mr. Lawless says that the

production chief of a manufacturing business such as felt, must have a peculiarly broad experience. He must be capable of viewing his job from a wide perspective—a perspective that includes a thorough understanding of the problems of production and also an intimate knowledge of the varying requirements of hundreds of customers.

Making felt is an intricate business. It takes five days to produce an average piece of felt. Felt is really a compounded product. There are perhaps a thousand felt numbers, taking properties, colors and weights into count. About 150 of these are actually different felts. These felts in one sense are standardized blends but, in another sense, they are not, inasmuch as there is a constant variation in the properties of the wool entering into the blend. So true is this that the company is obliged to keep a sample of each blend for its records. Formulae or descriptions would not make an adequate record, because no two blends of the same composition may be exactly alike.

### Felt Goes to War

A very small part of felt production is sold as separate consumer products. The overwhelming bulk of it is sold as part of another product. Felt is used in this way by close to 100 major industries. That is why the production of felt is such an exacting job. It has to be made to fit the ever-fluctuating requirements of all its industry customers. The felt man must not only know his own business but he must be expertly informed on the production problems of all the industries he serves. He must keep felt in step with the rapid pace of change, for not only are new uses for felt coming in all the time but also the old uses have to be constantly adapted to frequent changes in product designing, styling and to meet engineering needs of an ever-widening variety.

For example, a large part of the market for felt has switched over to the war. This is understandable inasmuch as most of the industries that normally used felts are now engaged in manufacturing things for the war. As a result, felt is used for scores of war purposes—in tanks, to pad the tank soldier's armor, in parachutists' back pads, to hold airplane instruments at the proper temperature, to hold and feed oil, to filter, (even blood transfusion equipment contains tiny felt filters), to polish steel plates, in respirators, in gas masks, in uniforms, etc. Even the old felt boot is playing a major part in the war. The

Soviet Army gave credit to it as one reason for its ability to withstand the severe Russian winters.

In war or peace, the uses for felt are always increasing. Its use almost parallels industry. Wherever there is a manufacturing business of any kind, the chances are that somewhere in it will be found a market for felt.

Up to the 1920's, felt was pretty much of a textile product. It was sold mainly as yard goods. Felt was used principally in making slippers. Slippers is still the largest single use for felt, although this use takes a smaller proportion of total output each year.

It was the automobile that changed the basic character of the felt industry—changed it from yard goods to an engineering product business. There are scores of automotive uses for felt. And most of these are precision uses. The automobile demanded properties in felt that it did not need when its principal use was for apparel. Manufacturing felt to the split-hair specifications of the automotive industry led to other engineering and technical uses. As a result, it is probably not too much to say that the felt industry made more progress during the depression toward diversification of industrial uses than at any time in its history.

### He Showed the Way

It is significant that Mr. Lawless was made president of the American Felt Co. about the time these great transformations were taking place. It was Mr. Lawless' production genius that opened up these new markets for felt. I know he would disclaim this credit, but both the men in the felt industry and its important customers to whom I talked, are unanimous in saying that if any one man is to be given credit for felt's remarkably wide range of uses, that man is Lawless. He showed the way and industry followed.

The production executive of a business today must have a gift for labor relations. In fact, it is a must qualification for such an executive. Sound labor relations is an indispensable part of a workable production policy. Mr. Lawless stars in this capacity. Yet his methods are very simple. Jack Lawless' outstanding characteristic is friendliness. He is one of the most friendly men I have ever known. And he is just as friendly to the humblest worker in his plants as he is to the president of his bank.

In all this hullabaloo we hear about the labor problems, one thing seems to be persistently overlooked and that is that labor above everything else wants to be understood. Factory work-

ers want sympathy, understanding and appreciation. Above all they want to be treated as human beings.

Mr. Lawless in his relations with factory people does not work through intermediaries or by writing letters or issuing bulletins. Instead he is one of them during those hours that he spends in the plants. He chats with them, asks them how things are going, what problems they are running into. He counsels them and *he listens to them*.

As much as anything else, workers want their boss to have a sympathetic ear. Frequently they have suggestions to make for the improvement of things. They usually dislike to pass on these suggestions through their foremen because too often foremen are not receptive to ideas advanced by their men. Some foremen take the attitude that if the idea is good, they themselves should have thought of it, and if it is not good why should the higher-ups be bothered with it. And if the plant uses the question box method of fostering ideas, workers fear that they are unable to express themselves clearly enough on paper and that anyway nothing ever seems to happen to the suggestions that are dropped in the box.

The American Felt Co. workmen need have no doubt as to how to present suggestions. With the Big Boss dropping around frequently, the employee can feel free to discuss his ideas with him. If his idea is no good, Mr. Lawless is quite frank about it. He believes that it is foolish to encourage men to pursue ideas that obviously have no merit. On the other hand, if a man's idea does seem to have possibilities, he may be released temporarily from his regular duties and told to develop his suggestion or the idea may be tried out in the laboratory. Hence the men know that ideas are welcomed and are not discouraged if most of their suggestions are turned down.

### Workers Must Be Happy

Mr. Lawless is quick to see if the men are being embarrassed or unnecessarily inconvenienced by company rules. He feels that a worker's happiness is more important than a routine, if that routine can be altered without upsetting too many other workers. For instance, because of the rubber shortage factory men are doubling up in the use of their cars. In some cases, he found, let us say, that a man finishing his shift, at 2:00 P.M. had to wait until 4:00 P.M. to ride home with a neighbor whose shift ended at that hour. When the 2:00 P.M. fellow

got home his wife naturally wondered where he had spent the two hours, and try as he could he could not explain why their neighbor seemed to be getting two hours more work a day. Perhaps the other man's wife could not understand why he also did not get through at 2:00 P.M. To avoid such family misunderstandings, Mr. Lawless arranged to give the same shifts to men who are doubling up in their transportation to and from work.

Though Mr. Lawless is a production specialist, he keeps his fingers on the pulse of the entire business. He is a far-seeing president who realizes that everything he is doing in the way of production and labor relations adds up to markets. Felt is manufactured not as a scientific experiment, but to be sold to other industries.

It is not surprising, therefore, to find that the president of the American Felt Co. is also adept at customer relations. So as to know the feel of the market, he handles a few important accounts personally. Thus, he knows what the sales department is up against, and learns from first-hand contacts what customers expect of felt. Also, he makes occasional swings around the sales circuit and drops in to see customers.

This is trouble-shooting par excellence. With felt as with all materials,

customers may sometimes run into trouble. What more natural than to talk over these problems with a man who is an outstanding felt expert! However, more important than this is the fact that because of his friendly relations with customers, Mr. Lawless is usually able to anticipate trouble. And anticipating it is the easier way to lick it.

Mr. Lawless is an ideal executive. He is leisurely in his methods and always has all the time in the world. This is because he delegates and trusts his organization. He has a gift for graphic expression. Thus, he is able to present his ideas interestingly and convincingly—whether he is talking to his workmen, or to his board.

John T. Lawless is typical of the executives who have made the United States the greatest production country in the world. Because of the methods they have introduced—mass production, systematic manufacturing improvements, rapid tempo in product development, a steady flow of new products, constant adaptation of product to market needs—we have attained a production supremacy surpassing by far that of any other nation.

Thanks to these men, the United States is set up to produce implements of war on a scale never before even dreamed of.



Lee McCanne

bare necessities of living?

I'm afraid that too many sales managers are flirting with this school. Too many for our own good. It's not in the nature of a sales manager to continue a do-nothing attitude with regard to the future. We'll all snap out of it, sooner or later. But at the moment, some of us feel like the sixth wire wheel in the fender well of a sporty car, after the Government has taken away all but five tires. If we sit quietly and don't squeak, perhaps no one will notice us and turn us over to the scrap drive. We're getting to be about as touchy as the bankers used to be.

I'm just one civilian, trying to live in a better world. I belonged to the ROTC in my younger days, and would be with the Signal Corps now if I didn't feel that I am more valuable to them in my civilian job. But it seems to me that a Victory worth fighting for is also worth planning for and, to the limited extent possible along with an all-out war effort, worth preparing for. To this end I devote at least one evening a month to post-war planning.

Forgive me if I make no predictions as to sales opportunities and volume in the years "V plus 1" or "V plus 2"—General Electric Co.'s post-war planning committee is much more competent to appraise these opportunities. I am quite aware that new industries can be developed by then, to spread the benefits of television, of low cost housing, flivver planes and air conditioning throughout the world.

The questions that concern me most are these: What is going to happen to our factories immediately after V-

## Nine Important Problems You And I Will Face on V-Day

If you are walking in a fog in your search for a logical place to start some sound post-war planning, here is a list of specific needs which will develop for almost every company the moment the war is over. Almost all of them are subject to some degree of preparation—starting right now.

BY LEE McCANNE

Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co.,  
Rochester, New York

(This is the fourth of a series of articles on post-war planning. The first, "Post-War Planning: What Is It, and What Shall We Do About It?", appeared in *SALES MANAGEMENT* for September 1. The second and third, "Report No. 2 on Post-War Planning: The Producers Council Program," and "Research for Post-War Planning: A Practical Five-Point Program," followed in the October 1 and October 10 issues, respectively. Individual reprints are available from 386 Fourth Avenue, New York, N. Y.

A forthcoming article will report on what Philadelphia is doing to develop its own post-war plans.—The Editors.)

HERE are those who say that our only job is to *win this war*; that whoever has any time or energy to spare for post-war planning is a slacker, undoubtedly a pacifist, possibly even a saboteur. These people shrink with distaste from the post-war mess the world seems to be getting into. They say: What's the use of planning, when we don't know what materials will be available, or what designs will be acceptable, or how anyone is going to pay for the



## Bridgeheads You Can Use to "Fan Out" Your Post-War Planning

(Please refer to the discussion by Mr. McCanne starting on page 21)

**1. We will need prompt relief from WPB and OPA limitation and priorities.** Unfortunately, we know very little about what the Government will do, right after the war, except that bureaus in Washington always seek to perpetuate themselves. We must be ready with a *policy* and, if possible, with an understanding in Congress, of our perplexing V-Day problems. Perhaps we must demand that the Army and Navy continue to purchase war equipment, however useless, long enough for us to convert. But we must not be hamstrung by controls and directives on our production for peace.

**2. We will need materials.** I predict that these will be plentiful the moment war production tapers off. Within a week, salesmen will come to sell us steel, copper, aluminum—even rubber, though that may be short when the automobile industry gets rolling again, if Japan fights on. There will be some newer and better materials than we used before the war, but most of us will not be able to tool up to use these new materials in the first six to eight months.

**3. We will need saleable designs of models or complete product lines.** Those manufacturers who sold consumer goods before the war will be likely to jump back into production from the old tools, with such minor improvements and changes as can be made quickly to provide an element of newness. The time to look at your product and plan such changes is *now*. There is so little extra tooling capacity during this war, and so much added productive capacity, that the advantage will go to anyone who gets there "fustest with the mostest" units of any serviceable peacetime product.

**4. We will need a revised cost study.** I'm afraid the manufacturer is headed for disaster who blindly plunges into post-war sales at pre-war prices. Taxes are up, and likely to stay up. Wages are up. And materials. But the most perplexing thing is the change in overheads that came about through conversion to war production, changes which cannot quickly wash out during the process of re-conversion. There are countless instances of factories working, for example, to higher quality standards and closer tolerances than were ever previously dreamed of in that factory. As an example, one factory known for a quality product had approximately one inspector to every 14 operators, now has one inspector to each *four* productive workers.

**5. We will need salesmen.** How many? So and So wants more salesmen working smaller territories. The next man may conclude from surveys to employ less, to concentrate on 19 states and give the rest back to the Indians. But there'll be too much to do on V-Day to plan sales territories then. Conditions will not be so different but what we can plan roughly such changes now. Where are these salesmen? Even if you have some of them "salted away" in Government jobs, or production, are you sure of getting them back?

**6. We'll need a sales training program.** No time to prepare it on V-Day. That's too little and too late. One of our own tools, for example, which helped us build our organization quickly west of the Mississippi in recent years was a sales manual to tell the travelers how to handle their reports and expense accounts,

as well as something about the plant and product, yet it has this to say on the opening page: "For, while with all the business world, we have lately passed through a world-wide depression, we know from still earlier experiences about periods of declining business. . . . the Fall of 1914 after the start of the World War was bad for us and later came the 1920-21 decline which affected us only in the later months of 1921. And finally, the 1930 to 1934 depression."

Naturally, I trust that our sales department will revise this section, and practically the entire sales manual, before we again issue it to salesmen.

**7. We will need a distribution plan, to get the necessary "exposure" of our product to the public, quickly.** The 1940 Census figures showed a further decentralization of metropolitan markets, out of the suburbs, and neighborhood buying is now getting a further big boost by the tire shortage. Yet the organization which seems to be making the most serious effort to take its services to the consumer is, strange to say, the Boy Scouts of America, which is deliberately setting up new troops in the outlying communities to make up for losses expected or encountered downtown.

Everyone talks about the airplane factories converting into pre-fabricated housing after the war, but how many are getting acquainted with those airplane manufacturers, *including* us manufacturers who might sell them built-in refrigerators, telephone bells or building materials for their houses?

**8. We will need fresh literature.** It's no use, you say, to prepare it now. But now is the time when we can improve our facilities for turning out literature in a hurry, with better photographs and better art work, properly reproduced.

We may well be in a hurry, come V-Day. With production crews organized to turn out a number of products simultaneously, each crew handling a volume of blueprints which would have staggered them a few short months ago, the production boys will be hot on our trail to get *action* building post-war sales.

**9. We will need a merchandising plan.** Here is where the most profitable studies can be made. Many loose merchandising practices have been stopped by the war—such things (examples taken from the radio business) as the free service check-up, the exorbitant trade-in allowance, the free gift or merchandise premium, and cooperative advertising allowances handled in such a way that the dealer practically makes money every time he runs a manufacturer's ad.

Practices like these have plagued business in the past and, no doubt, have inflated prices. Sales managers have been maneuvered into them "because a competitor does it." How many times have you longed for a truce, when *all* your competitors would quit some bad practices? You *know* that most of these things just are not being done. Sales managers who plunge right back into old bad habits ought to be strung up by the thumbs. There is a better way to salvage old radio sets and piano stools, to obtain a just charge for services rendered, and to sell a product on merit, now being demonstrated every day. One of our competitors, finding he had large sums stored up for advertising cooperation with his distributors, has invested wisely this money in War Bonds, to keep as a post-war promotion nest egg.



Day? How are we going to meet the payroll when Uncle Sam, our one big customer, is no longer interested? How are we going to absorb all the boys who will come home expecting their old jobs? How are we going to support our domestic economy during the re-conversion period that must follow V-Day? Unless we arrive at this period equipped with plans and a timetable, I'm afraid we will again be "caught with our plants down."

How soon might V-Day be upon us? This can be a long war. Wars usually last longer than the aggressor thinks they will. It may take us a long time to lick Japan. But I think we must admit the possibility that Hitler may be licked next year. As able a columnist as DeWitt MacKenzie, who went to England expressly to look into this possibility, cabled from London recently, "We now have reached the crucial moment when American and British moves of the immediate future may determine whether the European section of the world conflict will be greatly protracted or whether we shall be able to dictate peace in, say, 12 months." So let's be ready for V-Day within 12 months, even if it doesn't come.

Now many things can cushion the problems which I foresee for V-Day. One of these would be this quick victory over the Axis nations, if Japan continues to fight. The battle in the Pacific is a sea and air war, against islands. This doesn't call for a nine-million-man army, nor quantities of tanks. America could continue to build ships and planes while tapering off on the draft, and making at least a partial step toward normal life. We might not have enough rubber to build automobiles, but the manufacturing of typewriters, for example, could be resumed. As could the production of radios and telephones, cameras, film, dental engines and a host of other things.

I can't believe that the employment problem will be as tough as the bare statistics lead some to believe. I feel that, as our boys come back from the Army, a number of folks who have been drawn into industry through patriotism—older, retired workers or wives, sisters and mothers of the men in service—will go back to their homes. We'll all need salesmen. There undoubtedly will be a public works construction program. Some who have been drawn into factories will go back to the farm, or back into business for themselves.

We must never forget, however, that as soon as the European theater of war is settled, Russia will be out of the war entirely, as will Germany, France, Italy, and Spain—free to resume Atlantic trade—while England, China and America continue to fight Japan. We must remember that, even in the midst of conflict, Germany has continued to barter with Argentina and Chile, and will be anxious to ship goods to us, too, after the war.

As one small cushion against a short war, our local factories would benefit, I think, by obtaining at least a portion of war contracts in capital equipment for the Navy. By capital equipment I mean ships and planes rather than shells and shoes needed in large quantities for war but less in peace. I trust that America has learned the lesson of disarmament and will go on building a seven-ocean Navy even if the war should end this afternoon. Naturally, any contracts which we can count upon to continue after V-Day will help to meet the payroll.

When V-Day comes and our factories are faced with cancellation of war contracts, what will we need to keep going? The nine most immediate problems, as I see them, are stated on the preceding page. These will arise with the arrival of V-Day, and only the alert sales executive who starts preparing for them today, will be ready with their solution.

North Carolina, Tennessee and Texas. CABI believes that when the facts are known people in these sections will resist any effort to bring back prohibition. The results obtained in this campaign will determine whether or not it will be expanded to include other states.

### Ads Styled to Medium

M-G-M's forthcoming campaign for "Random Harvest" will depart from conventional film ad treatment in favor of ads written and illustrated in the style of each magazine on the schedule. Twelve magazines will be used.

Copy will be a by-line feature story about "Random Harvest" by a top-line author of the magazine in which it will appear, illustrated by an artist whose work is seen regularly in the same publication. In the picture magazines the ads will be built around a photographic layout based on the style of the individual periodical.

Insertions, which will be in two and four colors, are slated to start about November 20, in *Good Housekeeping*, *Woman's Home Companion*, *Ladies' Home Journal*, *Cosmopolitan*, *McCall's*, *Saturday Evening Post*, *American Magazine*, *Redbook*, *Collier's*, *Liberty*, *Look and Life*.

### Pearson vs. Benny

November 15 marks a first in network history, with Serutan Co., moving Drew Pearson from his 6:30 P.M. spot on 28 Blue Network stations to a 7 P.M. stand opposite Jack Benny. The move, made after a year of testing on WENR, Chicago, is said to be the first network use of that time by an advertiser. The number of stations carrying the program jumps to 55, with a special rebroadcast for WLW at 9:45 P.M.

Raymond Spector Co., New York City, handles the account.

### Bestform, Short & Long

On the theory that brassiere and corset ads often employ lengthy copy where a few words and an illustration can tell everything that should be told, the new Bestform campaign breaks with precedent, packing the complete story in a brief slogan alongside of a graphic demonstration of Bestform's symmetrical achievement. The slogan, "No Finer Fit at Any Price" will be the only wordage to compete with Ruskin Williams' alluring drawings. The campaign will consist of third- and quarter-pages in the *American Weekly*, *Good Housekeeping*, *Look*,

## Campaigns and Marketing

### CABI Ads in Dry Areas

The Conference of Alcoholic Beverage Industries has started a test campaign in newspapers in seven southern states as a move to bring the facts about the liquor industry to people in rural areas. It is expected that 425 newspapers, dailies and weeklies in every town of 50,000 population or less will be used to reach the citizens of these areas, who have heard only

the professional dry agitators' side of the story and have never faced the evils of prohibition.

The ads will avoid typographical trumpeting, will show the "Old Judge" in conversation with his fellow townsmen, and will listen in on his common sense discussion of the alcoholic beverage question.

The campaign is running in Alabama, Arkansas, Florida, Georgia,



In the June 20 ad (left) the Barrett Division, Allied Chemical & Dye Corp., talks about Barrett products. In the November 7 insertion (right) it talks about War Bonds. Both ads, however, use the same format, and each is easily identified as a Barrett advertisement. McCann-Erickson, New York City, is the agency handling the account.

*Parents' Magazine, Life, Ladies' Home Journal, Mademoiselle, Glamour, Screen Guide & Stardom, Screenland Unit, Fawcett Women's Group and Modern Magazines.*

The account is placed by Grey Advertising Agency, New York City.

### True Fish Story

Van Camp Sea Food Co. Inc., has started a campaign in eight national magazines to give women a true picture of conditions in the tuna market. The ads, to run from October through April, will point out that the largest part of the Van Camp fleet is in the Navy for the duration, that a large portion of the pack is going to our armed forces, that despite the shortage of boats and the unprecedented demand, dealers will frequently be able to supply White Star and Chicken of the Sea tuna.

"Don't miss out," cautions one advertisement. "Always look first for America's favorite brands of tuna . . . frequently available at your grocer's."

Brisacher, Davis and Staff, San Francisco, is the agency.

### Tooth Brush Promotion

Pepsodent Co., supports the fall promotion of its "50-Tuft" tooth brush with heavy consumer and trade advertising. Emphasizing improvement through "heavier, sturdier, 'Fibre' bristles," consumer advertising broke with a full-page color ad in the *American Weekly* and will continue with color insertions in *This Week*, *New York Daily News*, *Comic Weekly* and *Look*; additional ads will run

in *Good Housekeeping*, *Parade* and *Holland's*.

The new brush will also be featured on the Bob Hope show, heard over 125 NBC stations, and in spot announcements in approximately 35 cities.

A broadside sent to wholesalers and retailers carried details of the deal, which consists of free goods, extra discounts and displays. In cities where the *American Weekly* has distribution, tie-in material has been provided in the shape of a full-size reproduction of the *AW* ad for window use, plus a smaller reproduction as a counter card.

### Auto-Lite Sheds Light

Last spring, the Electric Auto-Lite Co., used a "Mountain Boys" cartoon book as a traffic-builder for its dealers, and gave away more than a half-million copies. Apparently copies of the book found their way into the hands of men in the armed forces, for Auto-Lite was soon deluged with requests from service men for additional copies. The clamor grew to such proportions that Auto-Lite compiled a second edition of the antics of the hilarious hillbillies, adding new cartoons and dialogues, and earmarked them for the boys in camp.

First step was to donate 20,000 copies to the USO. Next and final phase in the distribution of this edition will involve use of the gatefold page in December *Esquire*—the first time, incidentally, this page had been devoted to other than an editorial feature—to announce a special Christmas offer for service men.

Copy will ask the readers to send in a dime or a War Savings Stamp together with the name and address of a soldier, a sailor or a marine to whom a cartoon book should be delivered. Auto-Lite immediately will mail the book in the sender's name and then turn the coins and stamps over to the USO.

Ruthrauff & Ryan, Detroit, is the agency.

### Bendix Resumes

Those Bendix Automatic Home Laundry ads running in *Life*, *Saturday Evening Post*, *McCall's* and *Better Homes & Gardens* represent the first copy Bendix has used in consumer magazines since governmental order placed the company 100% on the war production front last May 1. With such headlines as "Doing the Wash in Enemy's Waters" and "The Bendix that Swam in Tokyo Bay" dramatizing the use of Bendix peacetime products on our fighting ships, the manufacturers proudly refer to their sea-going machines, explain that they can't make any more washers for the duration of the war, offer present owners a free booklet, "Wartime Care of Your Bendix."

The free offer is a follow-up of the efforts of distributors and dealers, who have been asked to compile a list of the owners of 325,000 Bendix units sold in less than five years. The booklet not only gives helpful hints to obtain smoother performance but contains a number of warnings aimed at reducing service calls—and saving tires and gas.

Ads in trade publications tell what Bendix is doing to safeguard the post-war market.

### "E" for Tommy

Auto-Ordnance Corp., Bridgeport, Conn., makers of the Thompson sub-machine gun, probably better known as the "Tommy" gun, claims the distinction of being the first manufacturer of portable small arms to receive the Army-Navy "E" solely for the production of such weapons. The company is taking large space in New York City and Connecticut newspapers, also in four national magazines, to advertise its award.

The theme of the ads is varied with each publication, eight different art and copy slants being used to show how the "Tommy" gun is efficiently serving the United Nations forces—depicting its efficiency in Commando raids in Norway and in the various theatres of war.

Albert Frank-Guenther Law, New York City, is the agency in charge of the account.



## FIRST YEAR in Chicago — second paper on State Street!

### LINAGE RECORD

In Six Loop Department Stores

(Marshall Field, Carson Pirie Scott & Co., Mandel Bros., Charles A. Stevens & Co., The Fair Store, Boston Store)

January (1942) . . .	66,770
February . . . . .	89,835
March . . . . .	116,327
April . . . . .	124,033
May . . . . .	153,439
June . . . . .	133,176
July . . . . .	74,919
August . . . . .	94,292
September . . . . .	108,758
(Total) . . . . .	961,549

Started last December, The Chicago Sun thus far in 1942 has been the second paper for the Big Six among the State Street stores. They tried, tested, and proved The Sun, already depend on it for substantial returns.

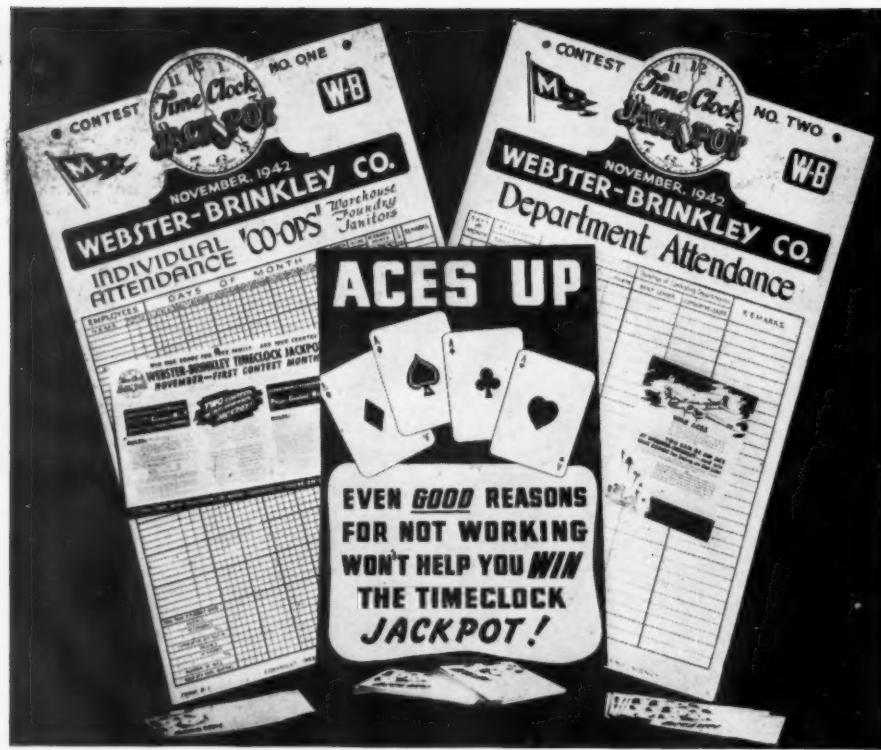
Any newspaper that delivers the goods at home, pays out for department stores, doesn't need to prove it's a medium for general advertising. Media Records has the proof!

The Sun's influence far outstrips its circulation in Chicago—and Sun circulation has grown every month since June . . . If you aren't in The Sun, you're missing a powerful new selling force in the best part of the Chicago market . . . The next time a Branham man is in your office, ask for the current history of The Sun.

## THE CHICAGO SUN

THE BRANHAM COMPANY, *National Advertising Representatives*

Atlanta, Charlotte, Chicago, Dallas, Detroit, Kansas City, Los Angeles, Memphis, New York, St. Louis, San Francisco, Seattle



Display props used in the "Time Clock Jack Pot" contest. One of the individual attendance progress records established for each month. The same type of record kept departmentally. "Aces Up" is one of the colorful posters urging participation in the program. Also shown are two broadsides sent to the home of each worker.

## "Bank Night Contest" Stimulates Regular Attendance On the Job

Webster-Brinkley Co., marine machinery defense plant in Seattle, develops a plan which keeps workers punching in regularly. War Bonds and Stamps are used in rewarding the workers. The plan is available to other plants.

**A**LREADY war plant workers have the powerful incentives of high wages and patriotic need to keep them on the job. What more can be offered to keep them punching in regularly?

Plant executives who ponder this problem will find the answer in a unique "Time Clock Jack Pot" idea just put to work at Webster-Brinkley Co., large marine machinery plant in Seattle, Wash. The original plan, as worked out at this plant, is used to stimulate regularity of attendance on the job, but it will be seen that it is broadly applicable to various fields—sales, savings, suggestions, production, safety, employment and even such objectives as promoting enrollment in study and training courses to improve skills, cooperation in share-a-ride programs.

"We will be glad to make the plan available to other organizations faced with similar problems," pointed out

George Gunn, Jr., president of the Webster-Brinkley Co. "Drawing from our experience, we believe that the 'Time Clock Jack Pot' is the tactical approach to the problem important to war timing—how to keep men on the job. Even good reasons for not working will not get jobs done, and every day lost puts off by just that much the winning of the war."

The essence of the plan, as explained by Russell S. ("Rusty") Calow, former University of Pennsylvania crew coach, loaned to Webster-Brinkley for the duration as personnel director, is that it doesn't cost the workers a cent. The company is purchasing the War Bonds and Stamps used in rewarding the workers. Opportunities for prizes are based upon attendance points—one point for each five days of perfect attendance on all regular working days. An additional point is awarded to all workers with perfect attendance for the entire

month. All those holding six attendance points are given the catchy sobriquet of "Attendance Aces." Penalties are made for lapses from perfect attendance. Each day's absence deducts one point from any earned attendance points, and any break in attendance also costs the extra point.

The thrill of a "Bank Night" occurs at the end of the contest month, when jack pot prizes of War Bonds and Stamps go to employe winners. And, the more cooperation which has been stimulated, the larger amount to be distributed. For instance, a total of \$1,600 for the month would be awarded if there were no absences.

The plan at work at Webster-Brinkley builds a will-to-win spirit among departments as well as among individuals. The two contests for individual attendance and for department attendance—are run concurrently. This means that it pays every worker not only to keep his or her attendance perfect, but to see that every man in his department is on the job every day. The workers in the shop are in one group, the workers on the assembly lines are in another, and warehouse men, foundry workers and janitors are welded into a group known as the "Co-ops."

### Teaser Announcement Used

The winning department is the one with the highest percentage of regular attendance during the month. Details in making the departmental distribution equitable, whether the winning department is large or small, have been worked out carefully.

Through its advertising agency, Pacific National Advertising Agency, Webster-Brinkley released a compact advertising program to introduce the idea to the personnel. A teaser announcement was followed up with a letter, giving outlines of the plan, and still another preliminary was a broadside pictorially themed to "Attendance Aces," or war workers with perfect attendance records during the month. This broadside presented the rules of the monthly contest, and recounted the opportunities for winning War Bonds. Progress bulletins are sent out during the contest month, and a bulletin reports contest winners. Colorful posters, "Aces Up," and "Kick in the Axis," are used throughout the plant, and special time-clock "Jack Pot" fronts are also used.

The promotion directed to the war worker at his home naturally enlists the interest and cooperation of the wife in seeing that the employe reports in each and every working day of the month.

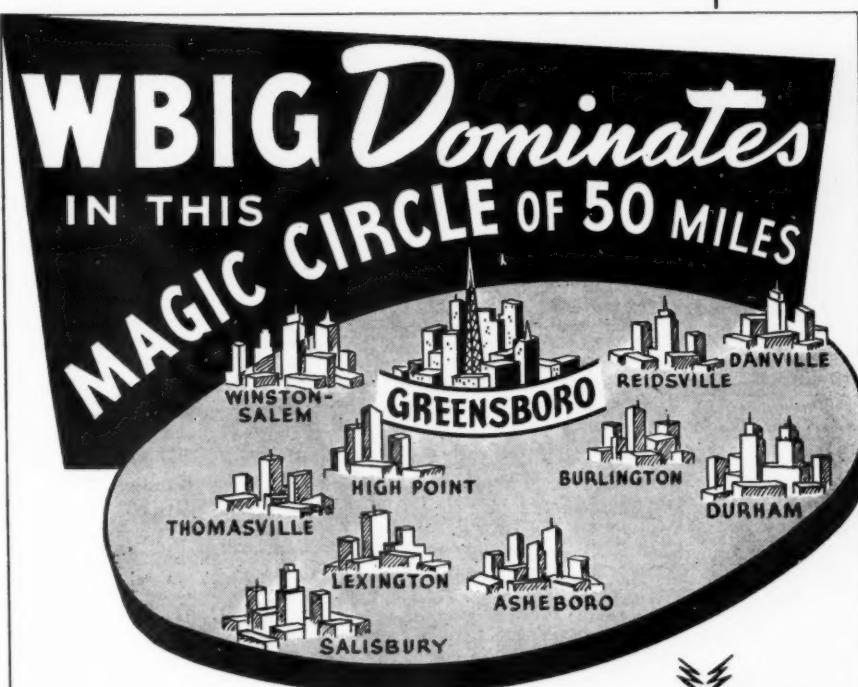
# Here's what puts the "BIG" in WBIG

First, let's look at Greensboro, home of WBIG. This trading area, with an effective buying income of \$195,672,000, ranks higher as a market than many larger cities in the South—yes, those cities that come to mind when you start thinking of populous Southern centers.

Population is up, payrolls are up, crop income is up . . . and family income has zoomed to \$2,496—which is 72.87% above the basic year of 1938. **BUT...**

... that's only the Greensboro Trading Area — as defined by B B D & O — five counties with a population of 338,500 — not the WBIG Effective Listening Area. This station blankets 22 counties in the heart of the nation's booming tobacco and textile region. WBIG is a selling force with more than a million people. WBIG makes more than a half-billion dollars lonesome for retail cash registers.

For big volume at small cost tell your story in the Magic Circle, where WBIG dominates.



- ★ Larger Payrolls
- ★ More Population
- ★ More Radio Homes
- ★ Larger Farm Incomes



5,000 watts  
Night & Day

For further particulars  
Write **WBIG**  
Greensboro, N. C.  
Edney Ridge, Director or  
George P. Hollingsbery Co.  
National Representative

THE PRESTIGE STATION OF THE CAROLINAS



Man and boy, I have been a student of the English language and its American derivations for lo! these many years, yet many of the nuances still baffle me. For example, we "lionize" a hero but never "tigerize" him. Catechisms are dogmatic, too, while we're still probing the animal kingdom.

\* \* \*

Tessie O'Paque thinks ST-37 is a sub-chaser.

\* \* \*

*Indignant Denial Dep't:* "I am not a wolf," signed "Tommy."—Scribble observed on an "El" platform.

\* \* \*

Bob Marriott, ad mgr. for Climalene, dug deeper than most of us into *Time's* galley-sheets of British subscribers. He finds that "D. Michael Foot" resides at "47 Shoe Lane."

\* \* \*

Slogan for a New York department-store: "Mother knows Best's."

\* \* \*

NIT—"Is he prosperous?"

WIT—"No. He still has the same wife."

\* \* \*

After the bloody news from the Russian front, the football scores seem somehow anticlimactic.

\* \* \*

One of several things I have never been able to get through my thick skull is this: Unless the Government plans to take my car away from me (which it is more than welcome to do), why does it care whether I save my tires or not?

\* \* \*

Neat headline by the Camden Fire Insurance Association: "Yesterday's headlines are today's headaches."

\* \* \*

And Metropolitan Life did okay with this one: "Living a good life with a bad heart."

\* \* \*

The *Sat Eve Post* never prints puns, either. "All Kidding Aside" was an article by Sara Bulette on goat-raising.

\* \* \*

The first time I crossed the Atlantic, it took me ten days. One of Consolidated's 28-ton "Liberators" now does it in a little less than seven hours. Jules Verne simply lacked imagination.

J. C. Zimmerman took the floor at the Dallas Advertising League to make some predictions on the future of advertising. With most advertising men under 45 in uniform in the near future, and with little or nothing for advertisers to advertise, the remaining ad-men might as well throw away their paste-pot and shears, Zim said. Cracked Herb Stellmacher: "If we take Zim seriously, we won't have a pot to paste in."

\* \* \*

Someone at Twin City Hardwood Lumber Co., St. Paul, (I can't quite make out the signature), resurfaces that grand old slogan for coal-dealers: "There's no fuel like an old fuel."

\* \* \*

David Ross, CBS announcer, who once called my Amoco Gas commercials "sophomoric," has written a beautiful poem for Edgeworth tobacco, titled "Just Like You and I." A sophomore would have said: "Just Like You and Me."

\* \* \*

*Antiphrasitic Dep't:* The insignia of the 41st Division, U. S. Army, is a rising sun!

\* \* \*

It was bound to come. Revlon nail-enamel now has a color called "Mrs. Miniver Rose."

\* \* \*

When the newspapers really turned on the heat, the American people dug out scrap in a big way. No power exceeds that of the newspaper when it puts its back into a job.

\* \* \*

Hallmark Greeting-Cards have been airing a show from the Great Lakes Naval Station. A 21-year old seaman named Eavenson wound-up a masterly monologue with a slogan for the Navy: "Sighted schooner, drank same."

\* \* \*

Tussy Lipstick is out with Jeep Red. Every jeep I have seen is a muddy tan, not red.

\* \* \*

Here's something you post-war enthusiasts can chew on. When Detroit gets back to making motor-cars, let's have some way to lock the car's radio. As it is, garage-attendants have a swell time playing your radio while they

wash the car. Not that you are a manie, but it runs the battery down.

\* \* \*

Arresting title on an article in *Better Homes & Gardens* by Paul Wilson: "Does your lawn need a wig?"

\* \* \*

The same publication quips: "Home is not built in a day."

\* \* \*

You can pool some of the products of some of the time, but a smart manufacturer will keep on advertising his individual brand. Seller's markets positively do not last forever. Even the Hundred Years War had to give up eventually.

\* \* \*

"Twin Beds with Joan Bennett," screamed our local marquee. And very attractive it sounded.

\* \* \*

Never knock a competitor, as the old saying goes. Some day you may ask him for a job.

\* \* \*

This Winter, Beau Beals has renamed his house "Frozen Assets."

\* \* \*

One of our suppliers handed me a card with this definition of a super-salesman on it: "A son-of-a-(censored) from the Home Office with a Special Price."

\* \* \*

Best luncheon-speech I have heard this year was delivered by *Time's* Eric Hodgins at Philadelphia's Poor Richard Club. The man has a simply magnificent sense-of-humor.

\* \* \*

Slogan for the United War Chest: "Put your heart in it!"

\* \* \*

I've found a new and more civilized use for the demolition-bomb: You drop one in the five-and-dime store to attract attention so you can get waited on.

\* \* \*

Jim Shirreffs has a lieutenant son somewhere in the far Northwest. He wrote Pop and asked to be sent some soap and razor-blades. "If he's where you can't buy soap or razor-blades," Jim told me, "you can be sure it's not Times Square."

\* \* \*

"Of the making of books, there is no end." What! No book-end?

\* \* \*

"Memo-Random" is the title of a new promotional bulletin "published at random" by Gray & Rogers, Philadelphia advertising agency. It is staff-written in news-letter style.

\* \* \*

After all the ballyhoo, I saw "Tortilla Flat." You can have it.

T. HARRY THOMPSON

## "Thank You" Notes To Old Trade Build Post-War Good Will

**S**ALES management is learning some new obligations under current conditions and one of them is that of how to terminate relations with a host of customers or clients who have helped to make a business a success, when current conditions make it impossible to continue in business. Hugo A. Bedau tells us how to meet those obligations.

Mr. Bedau is a San Francisco business man who had a franchise sales agency, his own business, that he built up from scratch in the eight and a half years preceding the entry of the U. S. into the war. Then came the priorities regulations and the freezing orders that left his business no place in the war picture. It was impossible to call on every customer personally and say, "thank you," so Mr. Bedau wrote a letter.

The response has been amazing. Business men wrote in by the dozens to say how pleased they were.

Here is the letter:

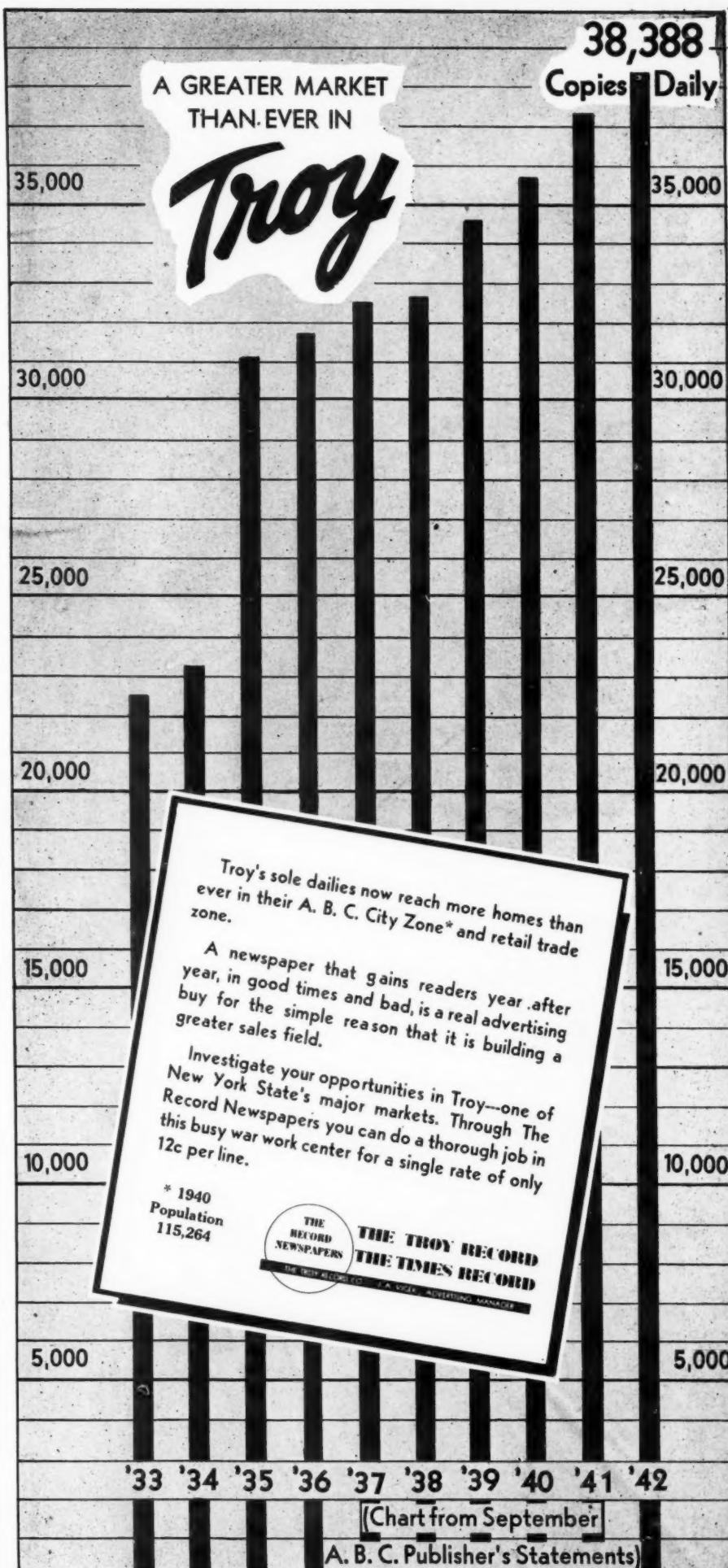
"To My Business Friends:  
THANK YOU—for your orders for Marchant calculators during the last eight years. I feel that I owe a deep debt of gratitude to the thousands of calculator operators, purchasing agents, accountants, department managers and heads of businesses who have been so kind and responsive to the efforts of myself and associates.

"As a manufacturer's sales agent for Marchant calculators, I opened my own business in the depression days of April, 1934. During these eight years it has been my sincere endeavor to make studies and present recommendations that would cut figure work production costs and assist in the more profitable and efficient conduct of your business. You responded magnificently.

"These are trying days. Priorities and sweeping restrictions on purchases have caused many sales organizations to disband. Now, time and events force me to terminate our most pleasant relationship. The priority regulation of February 1, 1942, the freezing order of March 15, and the limitation order of June 1 (which indicates the stoppage of manufacture of calculators on November 30, 1942, or a further sharp reduction in production), necessitate this action on my part. Accordingly, I have resigned my post as district sales agent for Marchant.

"It would be impossible for me to either see or telephone every one of you men and women to thank you personally for the business entrusted to me, and for your friendship, encouragement and the every day old-fashioned opportunity of having been able to do business with you in the American way.

"Therefore, I am sending this letter to sincerely express my deep feeling of gratitude. I hope we shall be able to do business together again. Until then, I repeat—my many, many thanks to each and every one of you!"



# Gasoline Rationing Forces Women To Change Food Shopping Habits

Survey in New England cities by Ross Federal for SM points to:

1. Fewer trips;
2. More shopping by men;
3. Larger purchase slips in super markets;
4. Greater patronage of neighborhood stores, and
5. Increased acceptance of the competing substitute brand.

**N**ATIONWIDE gasoline rationing is with us and with it will come many changes in shopping habits.

In an effort to determine the most significant trends in consumer purchases of food articles, SALES MANAGEMENT editors asked Ross Federal to have their investigators interview 500 housewives in Boston, Mass.; Hartford, Conn.; and Stamford, Conn., in October. These three cities have operated under gasoline rationing for nearly six months and the editors believe that trends which have developed there may be applicable to the entire nation.

Half of the calls were concentrated in the metropolitan area of Boston, 150 in Hartford, and 100 in Stamford. The very wealthy and the very poor were eliminated from the study and the calls were split 47.1% in class B homes and 52.9% in class C homes.

In all of the questions, the attempt was made to get the responding housewives to compare their food shopping habits of today with those of a year ago. The first question had to do with the number of trips made to food stores during one week. The answers show no precipitant decline in the number of visits, and this may be attributed largely to the increased number of visits to small neighborhood stores. The answers to the questions show that 17% are making more trips per week, 57.3% the same number, and 25.7%, fewer trips.

When asked whether they were using the telephone in ordering more or less than last year, considerable differences showed up between cities, with telephone shopping much more popular in the largest centers. Specific answers to the question showed that 14.4% of the women use the telephone more, 38.3% the same, 17.2% less, and 30.1%, not at all.

## Papa Is Buying Food

The women were asked, "Are other members of the family, such as your husband, asked to do more of the shopping, such as on the way home from work?"

Of the women, 37.3% said yes, 62.7%, no. Here again there was a decided difference between cities, with Boston husbands doing more of the food buying than those of Hartford and Stamford.

When asked, "Were you accustomed in 1941 to making one or more visits to big super markets each week?", the responses were 74.7% yes, and 25.3% no.

Those who answered "yes" were asked several further questions regarding their patronage of super markets, the first being, "How do your trips per week compare now with then?"

Some women are making more trips to the super market this year, but their number is only about half as large as those who are making fewer trips. The answers show 15.5% making more trips, 55% the same, 28.7% fewer, with big-city women contributing a disproportionate share of the increased visits.

The combination of fewer trips and higher prices has resulted in a much higher average purchase slip in the

super markets. In answer to the question, "If you patronized super food markets both in 1941 and 1942 how does the average purchase slip compare now with 1941?" the women said: a great deal larger, 50%; a little larger, 35.1%; a great deal smaller, 1.4%; a little smaller, 4.1%; no difference, 9.4%.

## Little Fellow Comes Back

The survey indicates that at least one-third of the women may be expected to give greater patronage to small neighborhood food stores than they gave a year ago. In answer to the specific question on the subject, about the number of visits a week to these small stores, the answers show: more often, 32.3%; less often, 12.6%; about the same, 52.5%; not at all, 2.6%.

The women are making more trips to the small neighborhood stores and making greater total dollar expenditures. Those women who patronize the small stores were asked about their total dollar expenditures per week in the stores, and the answers show greater expenditures for 51.7%, 36.2% the same, and 12.1% smaller expenditures.

It might be expected that higher prices and merchandise shortages would result in more "shopping around" and the editors devised a question on the subject as follows: "Are you, because of scarcities of some items and higher prices on most, shopping around a little more than in the past?" The answers show 58.1% yes and 41.9% no. Boston women are apparently doing much more shopping around than those of Hartford and Stamford.

Those women who are living today in the same neighborhood as a year ago, were asked whether the store in which they now spend the most food dollars a week is the same store which they patronized most heavily last year. 76% said yes and 24% no.

## Price Ceilings and the Cook

There has been considerable debate over housewives' understanding of OPA rulings, and also about the understanding and the degree of compliance of the storekeepers. Therefore, women were shown a series of statements and asked to indicate which best expressed their feeling about the cooperation in the food stores in com-



plying with price ceilings. Here are the results: "Most of them are trying to get away with murder"—10.2%; "The retailers themselves don't seem to know what it's all about"—8.6%; "They are cooperating to the best of their ability"—60.6%; "They deliberately make it hard for me to learn what the ceiling prices are"—3.4%; "The situation was bad at first but is rapidly improving"—14.8%; "No opinion"—2.4%.

These answers indicate no widespread resentment of the way the Price Ceilings Act is being administered.

With prices higher all along the line, the editors wondered whether "daily specials" were more popular, and again women were asked to compare present prices with those of a year ago. The question was, "Because of transportation difficulties, and product shortages, are you taking advantage of daily specials?" The answers were: to a greater extent—27.8%; less than formerly—1.0%; the same—46.1%; not at all—25.1%.

### Substitutes Accepted

Manufacturers must expect that people aren't going to go hungry just because they can't get a brand they were accustomed to buying. The real attitude of the women was arrived at through a series of questions, the first being: "In normal times, did your food merchant often suggest the substitution of brands other than those for which you asked?" The answers were 35.5% yes, 64.5% no.

Those who answered "yes" to that question were asked, "If he did, did you often accept his suggestions and buy them?" The "yes" answers were 63.3%, the "no," 36.7%.

They were then asked, "Today does the food merchant more frequently suggest substitutes than a year ago?" 73.4% said yes, 26.6% no.

When those who reported more frequent suggestions for substitutes were asked, "Are you more inclined to accept them?" 83.1% said yes, and 16.9% no.

Most significant, it seems to us, is the difference between the 83.1% acceptance of substitutes today as compared with 63.3% a year ago.

The attitude toward these substitute products is shown by the checking off women made to several statements: "They are much inferior"—20.3%; "Don't notice any real difference"—32.8%; "The substitute gives me more for the money"—2.8%; "The quality of the substitute is better"—2.3%; "Good enough for emergency but will shift back when possible"—35.6%; "No opinion"—6.2%.

## Newspaper Campaign Dramatizes Railroads at War

Copy ranging from 300 to 1,000 lines is currently appearing in 89 newspapers in 73 cities and towns throughout the territory served by the Reading Railway. This is the first in a series of ads by Reading Railway System. In a dramatic illustration dominating the ad, a U-Boat Commander, his binoculars following a speeding freight train along a distant coastline, keynotes the campaign with

the guttural comment, "Ach! We can't sink trains."

The series will spotlight phases of the railroad's activities in the war effort, with specific references to the extra load on their facilities in the shape of oil and other commodities that formerly moved by sea and highway, troop movements, the importance of railroads in strategic military plans, rail transportation of war materials and the morale of railroad workers.

The Richard A. Foley Advertising Agency, Philadelphia, places the account.

**Salesman yesterday  
SOLDIER TODAY  
Salesman tomorrow**



## When salesmen start to work again

He's in the Army now—but he'll be back some day. And the battle of selling will start all over again.

Will the goods he sells tomorrow be the familiar brands that are household words today—or due to lack of promotion during the war period—will he be introducing strange, new brands?

The hold which an established trade name has on consumer purchasing power today may be as firm then as it is now—or it may not. That will depend upon the effort you put forth to retain your hold on the market.



*The great industrial city of Toledo, plus its compact trading territory—richest agricultural section of Ohio—make the Toledo area Ohio's DOUBLE-VALUE market.*

**TOLEDO BLADE**

*One of America's Great Newspapers*

REPRESENTED BY PAUL BLOCK AND ASSOCIATES



## "Beats anything we've ever done"

It takes more than a title to make a homemakers' hour. Chief ingredient is a homemaker who knows her stuff, and how to get it across—

like Helen Watts Schreiber, nationally-known feature writer, whose daily program on KSO has produced generously for participating sponsors, both local and national, including Blue Barrel Soap, Carey Salt, Hilex, Scotch Tape.

Writes one sponsor: "Our results from Helen Watts Schreiber's program are more than gratifying — a large number of good inquiries."

Says another: "The response outshines anything else we have done, and at far less expense. We'd have been happy with 20 returns; we received 102."

Helen Watts Schreiber is just one of many Iowa personalities who give KSO and KRNT the Personality that makes friends with our listeners—and customers for our advertisers.

**KSO**  
BASIC BLUE  
AND MUTUAL  
5000 WATTS  
**KRNT**  
BASIC  
COLUMBIA  
5000 WATTS  
The Cowles Stations in  
**DES MOINES**

Affiliated with the Des Moines Register and Tribune

Represented by The Katz Agency

### Statistical Services

#### *Editor, SALES MANAGEMENT:*

You know we Texans are very zealous of our state and any reporting of the events in our state are quickly caught by zealots like myself. Your very efficient report every month of High-Spot Cities is very good. I have noticed for a number of months that you failed to include the city of Corpus Christi under the Texas listing. Corpus Christi is the fastest growing town in the state, and while the 1940 census carried a listing of 57,443, it is a city of 100,000 population. Events have transpired so quickly in Corpus Christi that even its own citizens employ guides to show them through the new industrial section and the rapidly growing residential sections.

It is the home of the largest naval air training base in the United States. See if you cannot get Corpus Christi listed in the High-Spot Cities. Just last week I had to tell a northern sales manager to get to Corpus Christi if he wanted to sell some of his merchandise, and he said, "Why, that is a bathing resort." That just shows how ignorant some sales managers are.

O. S. BRUCK,  
Ratcliffe Advertising Agency  
Dallas, Texas

(To Subscriber Bruck: SM statisticians are now gathering the necessary figures on Corpus Christi. That city will soon appear in High-Spots.—The Editors.)

#### *Editor, SALES MANAGEMENT:*

In connection with current reviews being made of our compensation plan for the field salesmen in our national sales organization, we would like to be able to consider in a more direct way than at present, comparative living costs in the different cities. There seems to be a wealth of data available showing how living costs compare from time to time in individual cities, but there is a dearth of data on how living expenses compare between the different leading cities in the country.

U. L. PLAIN,  
Insulite Division,  
Minnesota and Ontario Paper Co.  
Minneapolis, Minn.

(The Bureau of Labor Statistics, Department of Labor, Washington, D. C., puts out a monthly publication which gives comparative living costs in the different cities. Each city is compared with its own record, and also with more than a hundred other cities.—The Editors.)

### Reprint Requests

#### *Editor, SALES MANAGEMENT:*

In the September 15 issue of SALES MANAGEMENT you had a Marketing Picto-

graph entitled "Cash Farm Income Climbs Above All Previous Highs." We are wondering if you have reprints of this pictograph which would be available in quantities of 250 and 500, and, if they are available, what the cost would be.

T. H. TURNERY,  
Assistant Advertising Manager,  
The Glidden Co.  
Cleveland, Ohio

(A limited number of reprints of all Pictographs are made as a service to subscribers. The cost is three cents each. If quantities exceeding 500 are required, a special order is necessary.—The Editors.)

#### *Editor, SALES MANAGEMENT:*

In your issue of January, 1938, you carried an article, "How 5,000 Consumers Rate Grocery and Soap Advertisements." I filed this article but it has since been mislaid. Is it possible for me to secure a copy?

ROBERT H. MARRIOTT,  
Advertising Manager,  
The Climaleene Co.  
Canton, Ohio

(SALES MANAGEMENT still has reprints of more than two-thirds of all the special surveys made during the last four years. Individual copies are available without charge.—The Editors.)

#### *Editor, SALES MANAGEMENT:*

In our sales research department we are beginning to place a great deal of emphasis on post-war planning.

Your articles on post-war planning in the September and October issues of SALES MANAGEMENT have proved especially interesting. Please send us two reprints of each of these articles at your earliest convenience. If it is possible, we should like to secure two reprints of each succeeding article on this vital subject.

T. T. FOLEY,  
Sales Research,  
The Goodyear Tire & Rubber Co.  
Akron, Ohio

(SM's post-war articles have out-pulled all recent editorial features in volume of mail and requests for reprints. Among the scores of other companies that have written for extra copies: Honolulu *Star-Bulletin*; Kendall Mills, Walpole, Mass.; Kinney Aluminum Co., Los Angeles; Edward Stern & Co., Inc., Philadelphia; Procter & Gamble Co., Cincinnati; Hutchins Advertising Co., Rochester; Department of Water and Power, City of Los Angeles; Charles P. Cochran Co., Bridgeport, Pa.; Gardner Advertising Co., St. Louis; Padco, Inc., St. Louis; Northwest Council of Advertising Agencies.—The Editors.)

*Editor, SALES MANAGEMENT:*

... We plan to make 200 reprints of the gas shortage story which appeared on page 18 of the October 20 issue of *SALES MANAGEMENT* ("How to Revise Salesmen's Travel Schedules under Gas Rationing") for distribution to our sales force. Before we go ahead with the actual printing, we should like to obtain your permission to reprint. . . .

WILLIAM A. HENRY,  
*Sales Pro. Mgr.,*  
**Durkee Famous Foods**  
Elmhurst, New York

(SM's editors were proud to jump the gun on nation-wide gas rationing with the excellent article by R. E. Runzheimer, widely known authority on fleet operation and sales control. Durkee men may find, like salesmen for many another company, that they can travel less, sell as much or more. Other recent requests to reprint or use *SALES MANAGEMENT* editorial material come from: Toledo Junior Chamber of Commerce (October 10 issue buying power figures); *The Sporting Goods Dealer* (digest of Runzheimer article mentioned above); *Indianapolis Star* (population areas and their incomes, October 10 SM); American Telephone & Telegraph Co. ("Advertising, Once Stopped, Gathers Momentum Slowly," July 15, 1940 SM Pictograph); Advertising Distributors of America (digest of "Why Let the War Cramp Your Use of Premiums?" by Duane Jones, September 1, 1942 SM); *The Home News*, Bronx, N. Y. (digest of "Meet Miss Subways," October 1, 1942 SM. Human Side).

## Camera!

*Editor, SALES MANAGEMENT:*

We have received a number of inquiries from people on our exchange list for the *Radiorgan*, which is our dealer news letter, asking us how we managed to get the informal and timely little photographs of distributors, dealers, personnel, etc., in their stores, at their desks, and while engaged in various activities.

The answer is an extremely simple one, and the method can be followed by house organ editors with little cost.

We knew in the beginning that getting suitable photographs of an intimate character is the most difficult job any editor can undertake. So we equipped our divisional managers with little Flash Brownies and asked them to charge their film, flash bulb and development expense to their regular expense accounts. The cost of the Flash Brownie equipment is in the neighborhood of about \$7 initial outlay, which of course makes the investment factor negligible. The camera is simple to operate.

As a result, we receive a constant flow of pictures. Our divisional managers have become reporters and photographers, among other things. They take snapshots on any and all occasions.

When we first discussed equipping our salesmen with cameras, we were thinking in terms of high-priced news cameras. Finally, we gave up that idea, not only because of the cost involved, but because the news cameras are fairly bulky and need expert operation in order to get good results.

Our present method is working out very well, and because of the number of inquiries received, I felt perhaps the information I have given you in this letter might be of more widespread use if passed on to your readers who might be having similar problems.

EDGAR G. HERRMANN,  
*Sales Manager,*  
**Zenith Radio Corp.**  
Chicago, Illinois

NOVEMBER 15, 1942

PARK & TILFORD DISTILLERS, INC., NEW YORK, N. Y. • A BLEND OF STRAIGHT WHISKIES • 92 PROOF

# Food Mix Products Are "Kicked Upstairs" By Sugar Shortage

Branded items, such as cake and muffin and biscuit mixtures, are being sampled now by hordes of women who never tried them before. This industry should be in a strong position to attain vastly increased volume after the war.

**S**UGAR rationing and the pressure upon housewives to spend much time outside the kitchen have stimulated greatly demand for prepared food mixes during the past year. Even before our entry into the war, these specialties had been steadily rising in popularity for the past decade, largely because of the sound merchandising programs of their manufacturers. Most dealers had accepted them readily from their inception, but until recently the acceptance of housewives had been more gradual.

## Missionary Work Bears Fruit

Manufacturers of prepared mixes are reaping full benefit from their missionary work, with housewives eager to conserve sugar as well as time, and with dealers equally eager to maintain dollar volume, so far as possible, through sales of specialties. But they cannot take full advantage of these conditions, since they, too, feel the pinch of war in scarcity of ingredients (notably sugar, spices and shortening), scarcity of labor and in packaging restrictions. However, they are maintaining production so far as possible; and it is quite likely that at the end of the war, when they are able to resume production on a larger scale, they will be in a better position than ever, since so many women will have tried and liked their products.

One of the most aggressive leaders in the field is P. Duff & Sons, Inc., of Pittsburgh, who brought out their gingerbread mix in 1931, as a means of using their chief product, molasses. Results were so good that a devil's food mix and a spice cake mix were added to the line in January, 1935, and a waffle mix in November, 1938. The merchandising programs that have supported these items have undoubtedly had much to do with educating American housewives to use such ready-prepared foods and have thus benefited other manufacturers in the field.

Duff's program has included advertising to the trade and the consumer; store demonstrations; participation in

food shows and cooking schools; and the policy of supplying, with liberality, sales aids and promotional material to dealers.

To both consumers and the trade, Duff has stressed the high quality of its products; ease of preparation; economy and more recently, the nutritional value of gingerbread, with the high mineral content of the molasses it contains.

According to John Walker, sales manager of Duff's, the company's gingerbread mix is actually dough, mixed as a baker would mix it, then dehydrated. It needs only the addition of water, and milk will not improve it. If directions are followed in preparing it, it is practically foolproof.

Instances of cooperation with dealers include distribution of counter displays (one of these reproduces a hand, into which a Duff's package is inserted), posters, streamers, blotters, recipe booklets, leaflets, etc. The trade character, Dan D. Duff, a little Gingerbread Man in the form of a cookie, appears on the flap of the gingerbread mix package, and is repeated, in various amusing guises, in the product's advertising, and on folders and other point-of-sale material.

The company is now conducting a



A counter display which P. Duff & Sons, Inc., distributes among its dealers, showing "Dan D. Duff" in the foreground.

campaign to boost volume of Duff's Waffle Mix, introduced in 1938 and the newest item in the line. In a market test in selected districts, 200-line newspaper advertisements, radio, posters, leaflets, folders and other printed material were used, with the result that in the first two weeks of September orders received totaled more than shipments of the product in the first eight months of the year. The intensive drive is continuing (through W. Earl Bothwell, Pittsburgh agency). Trade-paper advertising ties in with the consumer program, and dealers are constantly being reminded of the company's activities.

Last summer Duff departed from the time-honored tradition of accepting a Summer slump in gingerbread mix sales, and conducted a well-rounded advertising campaign. (See "Duff's Hot Weather Advertising Ends Traditional Summer Slump," September 1, 1942, SALES MANAGEMENT.) 1941 had been a good year for the mix, with volume 66% greater than 1940, and 207% over the 1938 figure; but 1942 business is running far ahead—90% over that for 1941, at last count.

## They Continue to Advertise

The firm of Hills Brothers Co., New York City, also has been doing well with its Dromedary Gingerbread Mix. Brought out a decade ago, this product enjoys wide popularity. Though suffering from scarcities and rationing restrictions, the company is still conducting a consumer advertising campaign in magazines and radio, through the Biow Co., New York City. After a summer lapse, advertising was recently resumed on Mary Margaret McBride's program over WEAF, New York City. It had been reported that last spring sales in the Metropolitan New York area were more than 150% above those for the previous period a year earlier.

Joseph Burnett & Co., Boston, manufacturers of flavoring extracts since 1847, expanded its line in 1938 by the addition of a pie-crust mixture. Distribution for this item is now nationwide, and its sales have steadily increased since 1939—this year's volume to date being double that of last year. Since the shortage of sugar can scarcely be deemed a factor in this upcurve, it must be attributed to housewives' desire to save time and to the firm's promotional efforts.

In December, 1941, Burnett brought out a muffin mix, which is also meeting favorable acceptance. Thus far distribution is limited to New England, Canton (Ohio), and to Detroit and Flint, where tests are being conducted.

Burnett mixes are sold through jobbers and the firm's own salesmen. Distribution is chiefly through chains and supermarkets. The company aggressively supports its dealers, furnishing them with display cards, conducting demonstrations and engaging in co-operative advertising campaigns. In its newspaper advertising it capitalizes on the company's reputation in the flavoring field and stresses the fact that the mix contains Vitamin B<sub>1</sub> enriched flour. H. B. Humphrey Co., Boston, is the agency handling the account.

According to H. C. Wood, sales manager, the war definitely has increased the demand for easily prepared packaged mixes. The demand seems greatest along the Eastern Seaboard, he says.

### Aunt Jemima Is Streamlined

Aunt Jemima's Pancake Mix, a Quaker Oats product, was brought out in 1927. Its latest innovation was the "modernizing" of Aunt Jemima's face as shown on the package. The product is distributed through jobbers, chain stores and through the firm's own retail salesmen who often sell "off the car" where the law permits. Dealer aids are extensive—displays, pennants, package cards, window posters, recipe folders. Demonstrations, with black mammyes representing Aunt Jemima, are staged in large grocery stores. Advertising media are radio, newspapers (black and white and the comics), magazines and outdoor posters. Sherman K. Ellis is the agency for the account.

Though promoted chiefly as a pancake flour mix, Aunt Jemima's may be used also to make muffins, pie-crust, dumplings, fritters, cake and other foods. Recipes for these dishes are to be found in an attractive booklet, with illustrations in color, called "Aunt Jemima's Album of Secret Recipes." In it, too, are recipes for foods made from a companion item, Aunt Jemima Buckwheat, Corn and Wheat Flour.

The Doughnut Corp. of America (whose chief business is selling prepared doughnut flour mix to the trade, but also sells doughnut machines) has been selling cake, biscuit, griddle and pie crust mixes at retail for the past decade or so. The burning of a factory has slowed down production and they are not now pushing the sale of these items. Their mixes packaged for the retail trade are sold under the brand name "Fixt."

Among biscuit mixes now on the market, Bisquick (General Mills) is probably the best known. A prepared biscuit flour is also sold under the Co-Op brand.

### Metropolitan Moments . . . . . by Wisdom



#### "His mouth waters, sir, when you serve those Old Fashioneds made with Calvert Reserve"

We're not saying that Old Fashioneds are a complete bust unless they're made with Calvert Reserve. But this extra-quality whiskey has an undeniable knack of blending with—not overpowering—the other ingredients in mixed drinks. And its delectable "soft" flavor is an additional cause for rejoicing. Try your next Old Fashioned made with Calvert Reserve . . . "the choicest you can drink or serve".

Calvert Distillers Corporation, New York City  
Blended Whiskey: 86.8 Proof—65% Grain Neutral Spirits.

### TRAFFIC'S AT THE PEAK in Pittsburgh's Post-Gazette



It may be only a practice alert, but Pittsburgh women are always alert to values, and they make it a practice to shop Pittsburgh's Post-Gazette. Women reader traffic is 29% higher in the Post-Gazette than the average of 19 other metropolitan newspapers studied by L. M. Clark, Inc.

PAUL BLOCK & ASSOCIATES . . . 400 MADISON AVE.



ADVERTISERS who get the best results in radio are those who have the choicest time and use it intelligently. Naturally the choicest time falls to those who plan farthest ahead and make reservations earliest. It's strictly a case of "first come—best served."

If you want the best possible program association for your late Winter and early Spring spot campaign in Nebraska and Western Iowa, reserve time on WOW . . . now!

Ask any John Blair man for complete data on WOW's dominance in WOW-LAND—276 rich counties in Western Iowa, Nebraska, Southeast South Dakota, Southwest Minnesota, Northern Kansas and Northwest Missouri.

RADIO STATION

# WOW

OMAHA

NBC RED NETWORK

590 KC. \* 5000 WATTS

Owned and Operated By  
Woodmen of the World Life Insurance Society

JOHN J. GILLIN, JR., GEN'L MGR.  
JOHN BLAIR CO., REPRESENTATIVES

## New Problems in Car-Costing You Face Under Gasoline Rations

The flat per-mile auto allowance long used by many firms becomes particularly inequitable under the driving conditions salesmen face today. Here a fleet expert suggests a logical approach to the development of a revised plan.

R. E. RUNZHEIMER

*Runzheimer and Co.,  
Research Engineers,  
Chicago*

(This article is a follow-up to Mr. Runzheimer's discussion, in the October 20 issue of SM, which carried the title, "How to Revise Salesmen's Travel Schedules Under Gas Rationing." Readers with car problems, who missed this article, are urged to refer to it.—The Editors.)

HOW are you going to write off the depreciation on a salesman's car when he can't buy a new one; if he won't be able to get one until heaven knows when? Experience, based on tables and statistics, has proved to the satisfaction of automotive engineers that a salesman's car must be replaced when it has run about 45,000 miles, or two and a half years—whichever comes first.

There have been a number of reasons for taking this position, all of them sound. One is, that this marks the point where the owner begins to face increased cost of operation. Operating costs include repairs, replacements, growing lubrication output. Bearings and pistons are likely to begin to go. Maintenance costs mount.

The used car market in the good, old days was stronger for cars of this age and condition, than for newer or older machines. There was something psychological about it. Buyers of used cars didn't want to pay the price of a car too new or to accept the upkeep of a car too old. The scheme of getting rid of a car at just the right time worked well until Pearl Harbor.

Today all past experience stands for naught. And the accountants argue.

Runzheimer & Co., of Chicago, automotive cost engineers, who have specialized over a period of years in setting up systems for the control of salesmen-owned fleets, recently have been making an intensive study of the changed conditions. R. E. Runzheimer, interviewed recently by a writer for SM, said:

"Car costs on the items of depreciation and tires, as we used to know them, have been knocked into a cocked hat. Today we've got to produce a standard on these two items against which to *make adjustments*. At present any flat over-all rate, based on mileage, is so badly out of kilter that it is unthinkable. Consider this one circumstance as an example:

"It used to be that you put four brand new tires on a car. We knew the price; approximately what mileage they should give. We considered the set as a unit for accounting purposes. It was all very simple. But look what happens now! Today we have to break down a car's tires to single casings and single tubes. In replacing a tire what happens? The car owner buys one second-hand casing. It may be re-treaded or recapped.

"Who knows the condition of the fabric? It may be cut or broken. The tire may appear to be sound but it may go out at ten miles or 5,000. Second-hand tire mileage is estimated by the depth of the tread. That's supposed to show the amount of wear. Service station men will measure the tread and estimate the miles left in the car for you. But what does it mean if the fabric underneath is cut, bruised or rotten?

"Too, there's the black market," continued Mr. Runzheimer. "We all ignore it or refuse to recognize that it exists—but it is there. Buying a tire is often a haggling operation. Some will pay two or three times as much for the same quality tire as another. Much the same thing goes for tubes as for casings. How are you going to put that down in your book?

"The Federal Government has set a ceiling on tires, but when it comes to second-hand tires it is difficult even for the most honest dealer to arrive at a true value. That being the case, think of the opportunities the chiseler

can find. I doubt, too, that anyone thinks that all batches of recapping material, old and more or less dead rubber being used in them, can be alike.

"Take the condition of the bearings and pistons in an old car and see what you have. Look at the replacements that come up. You can nurse your car along until well after, under the old plan of writing off depreciation, there is no depreciation left in it. To keep it going from there it may cost you more than it used to cost to trade it for a new car.

"What will a salesman then expect? Obviously we will have to compensate him for his increased maintenance. And few things are more debatable than the handling of such costs which are sure to vary, one car against another. For that reason I consider that the element of *adjustment* is to figure more and more.

#### Consider Trade-In Value

"We recommend now that client companies continue to write off the depreciation on the car until 80% of its new delivered price has been reached. From there let the higher maintenance cost begin to operate. We figure the maintenance on the car and tires separately. When the trade-in comes the salesman will get another second-hand car of better quality. That purchase will be a 'hoss' trade. The sharpest trader will make the best deal.

"The company," continued Mr. Runzheimer, "will have to figure, as a rule, on the average trade. It will have to favor the salesman a little. Possibly give him a few dollars leeway. But there's no reason to give him too much. Probably he's driven the car until it has approached the junk value anyway. Junk value seldom can be figured as more than 10% of the original value of the car. Often it is less.

"Suppose your salesman nurses his car along into the future, keeping it going until the war is over. Even then there will be variables. How long will it take the motor car manufacturers to get back into sufficient production to permit him to buy a car? What will the price of that car be? Will mechanical improvements give him more miles per gallon? More miles in the life of the car? How will weight changes, now anticipated, affect the mileage and life of the car? Will the new cars be so desirable that the value of the used car will shrink to almost nothingness?

"No one," said Mr. Runzheimer, "can foresee these, and possibly other unknown factors, and so extend depreciation into the future with any



## We can keep a Military Secret

Production figures on shipbuilding, aircraft assembly and the other busy war industries in New Orleans have to be kept hidden, but there's so much activity sticking out all over the New Orleans area that anyone can identify this market at a glance as a vital and vulnerable sales target too big to miss!

The busiest Christmas season never saw the stores so crowded with buyers. A wire now to any one of your own sales outlets in New Orleans will bring you quick confirmation of the sales potentialities and we can offer you the greatest \*circulation in our history to turn these potentialities into quick profits!

\* Morning 143,540, Evening 66,765 and Sunday 236,139

**The Times-Picayune**  
NEW ORLEANS STATES

NOEE, ROTHENBURG & JANN, Inc

exactness. The company will still have a big stake in its salesmen's cars in any event and it must know that there will be wide variations.

"Also, during the war, if it lasts very long, upkeep of roads may be neglected. Trucking and transport may tear many roads up badly. That will affect cost and upkeep. We've got to study all these things. But, no matter how good a job we do, I still think that when it comes to the final transaction, we've got to consider adjustments more than we ever have before.

"The fact that sticks out most clearly as a result of all these wartime

changes in the items of cost affecting automobile travel is that any flat overall allowance is more hopelessly out of whack than ever before. With annual mileages on business by automobile generally being cut more and more, and with costs on some items of expense, such as maintenance, tires, gasoline and depreciation considerably changed, the flat allowance cannot possibly be more than a 'long-shot' guess.

"The remedy calls for the adoption of a basis of reimbursements for business auto mileage which distinguishes between allowances on the fixed items

of insurance, license, taxes and depreciation which should be paid on a daily, weekly or monthly basis, and allowances on the variable items of gasoline, oil, greasing, maintenance and tires which should be paid on a per mile basis.

"There are hundreds of companies that, to our knowledge, have used such a basis for business auto allowances for years, and nearly all of them consider this basis more practical than ever under present wartime conditions. Here are a few actual cases:

"A client company in the building materials field has a salesman traveling in southwestern Michigan who formerly drove 26,000 business miles annually, for which he was reimbursed at the rate of \$23.32 monthly to cover fixed costs, plus 2.15 cents per mile to cover variable costs; or a yearly total of \$838.82, averaging only 3.23 cents per mile.

#### Adjust Rates on Lower Mileage

"Recently it was found possible to reduce his average yearly mileage to only 5,000 miles. Standard allowances were adjusted according to the revised figures of \$20.07 monthly plus, of course, 2.15 cents per mile; or a yearly total of \$348.32, averaging 6.97 cents per mile. If this company had been using a flat over-all allowance of four cents per mile, one that has been rather frequent in recent years, this particular driver would have been *overpaid nearly \$200* yearly at the 26,000 mileage rate, but he would have been *underpaid by nearly \$150* yearly at the low 5,000 mileage.

"Here is another case of a salesman for a client company in the heavy machinery field. This man covers a portion of six states surrounding Kansas City, and formerly traveled 15,000 miles yearly, for which he was paid \$23.89 per month plus 2.45 cents per mile; a yearly total of \$654.15, averaging 4.36 cents per mile. Some months ago the auto travel in his territory was reduced to only 8,000 yearly.

"This means that the salesman's total yearly reimbursement is now \$482.65, averaging 6.03 cents per mile. Here a flat 4-cent allowance would have been somewhat too low at 15,000 miles of travel and over 50% too low at the reduced 8,000 mileage figure.

Concluded Mr. Runzheimer: "With the prospect that business auto mileage will need to be curtailed further, and with reductions in some territories more drastic than in others, the attempt to apply over-all flat allowances is bound to result in increasing inaccuracies and, consequently, in serious injustice to individual men."



Today, when the Time element is so vital that it is measured in minutes rather than in hours, the 3-mile-a-minute speed of AIR EXPRESS is proving a "life-saver" in the Battles of Production and Delivery.

You do not need a priority to ship by AIR EXPRESS, but if you have war production shipments requiring priorities, they will be granted. Phone Railway Express Agency, AIR EXPRESS DIVISION or any air line.



# General Electric Jobbers Line Up To Help Break War Bottlenecks

Traffic Manager Ruehl of G-E, laid out this plan for saving railroad equipment, trucks, tires, gas and manpower. When its practicability was proved, company distributors carried through.

**A** NATIONA L conservation plan, developed by General Electric Co. at Nela Park, Cleveland, is giving mighty assistance to the Office of Defense Transportation and its effort to speed essential deliveries while conserving transportation facilities and materials. Pre-tested in G-E's own traffic, warehousing and clerical divisions of the Lamp Department before company distributors put it into nationwide action, the plan is a blueprint that can be followed by others who want to contribute to the war effort while handling their regular work as G-E jobbers are doing.

## A Plan Is Born

The plan, born in the mind of traffic manager William A. Ruehl, sets a pattern of conservation for railroad equipment, trucks, tires, gasoline and manpower through better planning of shipments, closer stock control and more efficient management of all phases of warehousing and the mechanical side of distribution. Its title answered the spoken and unspoken question of a multitude handling G-E lamps—"How You Can Tie in to the National Conservation Effort of the Office of Defense Transportation."

Mr. Ruehl says: "When the idea was presented in the rough to a mid-summer meeting of the company's lamp department service managers, they grabbed the ball in a flash, and started to run." Elated by the group acceptance of the idea, the sales promotion department refined the plan for presentation to other groups and departments within the company. "Everywhere," says Mr. Ruehl, "they found the desire to do more to support the war effort. All they needed was a definite program and some leadership." Leadership in G-E's case was spontaneous, as department heads grasped the far-reaching possibilities of application to their own operations and extension to G-E customers.

As presented to agents and customers on September 25 in a form which has already resulted in individual requests for as many as 500 additional

reprints, the guide is compressed into a four-page, letter-size folder. The cover page expresses the hope that the contents will be used to aid the Gov-

ernment, and suggests that the material may be adapted to merchandise other than G-E Mazda lamps. The meat of the pamphlet is in its two center pages.

Stressing the wartime duty of every American, the text points to the definite limitations on special deliveries, call-backs and number of deliveries as specified by ODT. It briefly reviews ODT's recommendations on the elimination of waste, or "luxury" miles; this to be attained through careful routing and planning that will bring the last delivery close to the warehouse.



## For Sales . . . . .

*use the market where*

## "Something Is Happening"

That "something" is activity that has added more than two and one-half millions of dollars to Winston-Salem's payroll.

Another "something" is the record CASH crop being enjoyed by tobacco farmers who sell their tobacco on the Winston-Salem market.

And still another "something" is the effective buying income of \$2,148 per family credited to this market by SALES MANAGEMENT'S survey.

All in all, here's an ACTIVE market made up of 109,833 folks (all within fifteen minutes of downtown Winston-Salem) . . . all well able to buy the things you sell.

## JOURNAL AND SENTINEL

in Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY  
NBC—Radio Station WSJS—NBC

Joseph B. Eastman, ODT director, has pleaded for curtailment of delivery service to the degree consistent with transportation's real needs. The bureau also has cautioned that extra orders should be picked up by the customer on a one-truck-delivery-a-week system unless they are war orders.

Applying these important recommendations to its lamp distribution, the G-E piece advises once-a-week shipments to larger cities, and joint action by local carriers in pooling plans with other carriers. Adoption

of these combined suggestions during the test period accounts for the accomplishment of one G-E lamp distributing organization in delivering 15% more packages with one-third less mileage. In traffic manager Ruehl's opinion, backed by 38 years experience with the company, this attainment should be an entirely reasonable minimum for other types of business, as soon as top executives realize the necessity of *cooperating fully with ODT*. He believes that conservation is left much too often in the hands of busy shipping departments and the

mechanical operators of transportation.

In addition to furnishing practical, pre-tested rules to conserve transportation, the presentation stresses equally the importance of simplifying clerical effort and conservation of warehouse labor by better stock control. That way, manpower will be conserved along with transportation equipment and supplies, to make more time available for war orders and wartime activities. Simplification is particularly timely, according to the folder, because of today's shortage of workers. Mr. Ruehl comments, "With trained people being drafted, we had to have a formula for new people to follow; and the same applies to all those who work with us." The formula is built around stock control which the company considers the most important simplification procedure among its distributors.

### Simplifies Ordering

Better control will enable jobbers to confine ordering to a weekly schedule. Smaller jobbers may be able to reduce their ordering to twice a month. In General Electric's experience this means reduction of 50% to 75% numerically in orders. Central stations are advised to order once a week on a definite day. Chain stores and other retailers "should anticipate requirements so that placing of special orders will be unnecessary." Once-a-month is recommended. Purchasers are requested to order not more often than weekly. Essential war industries also can contribute to conservation by this anticipation of needs, thereby reducing numbers of orders handled.

As a result of these measures, the plan states that telephone and telegraph services will be reduced because rigid adherence to ordering and shipping schedules will decrease the number of follow-up messages. And "with regular shipments shipped on definite days, will-calls and special deliveries should be eliminated as covered by ODT orders," war orders excepted. Furthermore, careful administration of stocks and larger-fewer orders requires less typing time, fewer bills and other usual documents to handle, and less correspondence, thereby releasing more time for closer attention to essential war orders.

In G-E's experience, less frequent orders will mean fewer less-than-standard packages in the warehouse. Savings in man-hours will result since broken shipments take extra time to assemble. Packaging material costs will drop, and there will be a reduction of interruptions to the flow of orders. The plan is directly in line with ODT or-



## MICHIGAN'S POPULATION SHOWS GREATER GROWTH THAN ANY OTHER STATE IN THE UNION

With a population increase of 311,592 since April 1, 1940, Michigan leads all other states in growth. What with babies and thousands of men coming here from everywhere to speed up production in this Arsenal of Democracy, Detroit and Michigan just had to grow. Obviously, with population growth

hitched to "big money" wages, selling opportunities grow proportionately. With a circulation increase of over 50,000 copies per day since January 1st, The Free Press keeps pace. Use Detroit's only morning newspaper now to do a thorough-going job of sales making in this extraordinary market.

## The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives

der No. 1, ordering heavier loading of merchandise cars, and with Order No. 18 which went into effect November 1, greatly increasing carload shipment weights.

Mr. Ruehl and Lamp Department officials modestly refer to the conservation plan as the tail that is wagging the dog. They believe that other companies can show even greater savings in transportation and man-hours than G-E and its distributing organizations. They feel that many other commodities and distributive systems are even better suited to the application than is their department. With that end in view, sales and service offices throughout the country are enlisting the co-operation of common carriers with the objective of spreading G-E's experience and recommendations widely. The company welcomes opportunity to share its findings with any and all other types of business that manufacture or distribute commodities.

### "Simple but Effective"

Representatives are finding receptive audiences everywhere. The vice-president of an eastern railroad says, "The plan outlined is simple but effective in a major way if carried out. It will bring results from those who read and think." A district service manager states, "Jobbers immediately saw the benefit of this program, and are eager to participate in this patriotic measure." Another railroad official reports, "The pamphlets have been distributed to all our service men, so that they may lend their effort. Another says tersely, 'Please be assured that they will be put to practical use.'

A carloading and distributing company, operating nationally, commends the G-E leadership, and sees less danger of a car shortage when others follow the program. A motor express company is "using the data because it will assist us in the effort to conserve." A chamber of commerce transportation head is "sure that it will accomplish a great deal. Similar effort by other companies would be very worth while."

It is the hope of all affiliated with G-E lamp distribution that the plan, which they consider as focusing experience rather than a "clever new idea" will gain quick, wide acceptance. "The ODT," says Mr. Ruehl, "has just one purpose in its rulings—to keep the nation in business."

One Government official quoted on the back of the folder states, "Your company should be complimented on these suggestions which are very timely and a positive step forward in supporting the war effort." Others are equally enthusiastic.

NOVEMBER 15, 1942

# This is no time for time-wasting methods

To win this war we've got to tighten up—toughen up. We've got to do in one hour the work of three. Old habits of slackness and self-indulgence must go—in the office as in the shop. We Americans have developed the methods. Now let's use them!

For instance: how many of you users of Dictaphone dictating machines have ever realized to the full all the time-saving



advantages of Dictaphone dictation? Today, when minutes are precious and fateful, victory demands the self-discipline that will expend no useless effort—that will seek constantly for new short-cuts.

If you will make full use of your Dictaphone, work will flow more smoothly throughout your entire organization. Check your own methods on the list below:

- Dictate whenever you please without requiring the presence of a secretary  Give oral messages to your secretary via Dictaphone  Protect yourself against interruptions by leaving your secretary free to intercept phone calls and visitors  Use your Dictaphone for flash ideas
- Don't interrupt your associates needlessly—dictate memos instead  Confirm telephone calls, oral instructions and reports by dictating to your Dictaphone on the spot  Put conference high-lights on record  Take your Dictaphone home and on trips—it's a "second secretary" always ready to go wherever and whenever you want.

### HELPING TO WIN THE WAR IS DICTAPHONE'S NO. 1 JOB TODAY



To Dictaphone Corporation has gone the difficult task of making the precise and intricate mechanism required in the U. S. Army's remote control firing device for anti-aircraft guns.

This ingenious device enables the guns to get into action with deadly accuracy and almost incredible speed.

Thus the skill and precision developed in the manufacture of Dictaphone dictating machines are now contributing to the greatest task in all history.

Today, Dictaphone is also making Electricord recording-reproducing equipment for the U. S. Army, the Navy and other essential war services.

**DICTAPHONE**  
ACOUSTICORD DICTATING EQUIPMENT  
ELECTRICORD RECORDING EQUIPMENT

The word DICTAPHONE is the Registered Trade-Mark of Dictaphone Corporation, Makers of Dictating Machines and Accessories to which said Trade-Mark is Applied.

**FREE CARTOON BOOK**  
Shows uses for the Dictaphone you probably never thought about. Mail the coupon and we'll mail the book.



DICTAPHONE CORPORATION  
420 Lexington Ave., New York, N. Y.  
In Canada—Dictaphone Corporation, Ltd.  
86 Richmond Street, West, Toronto, Ontario

Please send me your free cartoon booklet.

Name .....

Address .....

# Sales Managers' Clubs Programs Are Guided by Economic Changes

SM continues here its round-up of sales managers' clubs plans for the 1942-43 season, started in the November 1 issue. All clubs feel that interchange of ideas help to solve wartime problems.

**P**RESENTED here is a continuation of SALES MANAGEMENT's quick round-up of current meeting plans for the 1942-43

season from sales managers' clubs throughout the country, which was started in the November 1 issue.

In spite of ominous predictions here



Sales are where you find them and they're being found in greater volume than ever before in the resource-rich area of East Texas, North Louisiana and South Arkansas. That's why alert advertisers are buying KWKH for dominant coverage of this rich oil and gas market . . . a market with 30,000 producing oil wells and more than 300 million dollars of war construction. KWKH stands in the heart of the area . . . holds an influential hand on the purse-strings of more than 300,000 radio families. \*



\*CBS sets net daytime circulation of 313,000 radio homes, net night-time or 425,000.

Member South-Central Quality Network  
Ask Branham Company for details.



**REPRESENTED by the BRANHAM COMPANY**

and there, sales managers' clubs are unusually active. They are finding their place in American war needs and assuming their rightful responsibility. They are conscious of the problems facing selling, and are actively working to successfully solve them. They realize that they must cope with the social, political and economic changes occurring rapidly, that a better job can be done collectively than individually, and that an interchange of ideas is of tremendous advantage in making plans.

All clubs are wholeheartedly assisting the war effort. Speakers chosen for the programs, without exception, are men who are experts in their particular lines, all offering something practical and definite. The members' own, intimate, individual problems, and policies which might be developed for the betterment and greater efficiency of selling after the war are high-light subjects for panel discussions.

## New Ideas Are Introduced

The Dallas Sales Managers' Club plans to contribute to the war cause almost entirely this season. A policy also has been adopted to retain as members of the club men who have been dropped from sales forces due to lack of materials, etc. They will be maintained in what is termed the "Unclassified Division."

For the September meeting of the Dallas club a quiz program was featured. The questions had been submitted previously to the program committee who appointed six members to answer the questions. They found that they could take care of about five questions during a one-hour session with the lively discussions which followed. The meeting was extremely successful.

The San Francisco Sales Managers' Association at its September meeting heard Hugo Bedau's analysis of "The Managerial Revolution." Other stimulating talks were given by Paul Eliel, head of the School of Business, Leland Stanford University, and George Davis, business counsellor.

A prize idea which other clubs might like to follow through on was a case history of current sales problems which was taken up at the October meeting. Five prominent members of the San Francisco association discussed such questions as the distribution of sales calls, door-to-door selling, collections from inducted men, the use of women in sales activities, and bonus plans—after which they presented the successful experiences of their organizations. The case histories were:

Case History No. 1—Kenneth C.

White, Owens-Illinois Pacific Coast Co.; Case History No. 2—Fred E. Johnstone, Schwabacker-Frey Co.; Case History No. 3—Horace Pickett, National Lead Co.; Case History No. 4—Harry W. Healey, Cosgrove & Co.; Case History No. 5—Jack C. Widby, Fuller Brush Co.

Sales Managers Association of Los Angeles has scheduled for the current season programs which will concentrate on immediate problems of sales managers and point the ways to plan properly for the future.

Earl P. Markee, manager of the Lamp Department, General Electric Co., was chairman of the September meeting. The guest speaker was Dr. Thomas Nickson, formerly professor of economics, Harvard University for 32 years, author, and director of Los Angeles Chamber of Commerce, who spoke on "Drive Wheels for Business." With Howard S. MacKay, Foster and Kleiser Co., as chairman, there were also panel discussions by Lou Sorensen, Kelite Products, Inc.; Roy Heinz, Continental Baking Co., Inc.; Walter J. Unruh, Cudahy Packing Co.

### Top Men Speak

At the October meeting Jim Sherriffs, president and general manager, S & M Lamp Co., was chairman. "Last Year's Marketing Methods Being Bombed Out of Existence" was the subject of an address by guest speaker Minor Chipman, industrial merchandising engineer. Ralph Reynolds, manager of insurance, Automobile Club of Southern California, spoke on "Gas Rationing and Salesmen." Three phases of "Selling Under War Conditions" were included in panel discussions: "The Salesman's Job" by O. Thomas, El Rey Products Co.; "Management's Job" by Frank Vitale, Bohemian Distribution Co.; "Dealers' and Retailers' Job" by Henry Rice, Southern California Edison Co.

East Bay Sales Managers Association, Berkeley, Cal., has organized a post-war planning committee, naming as chairman R. A. Davis, outstanding Pacific Coast industrial analyst.

Advertising and Sales Executive Club of Montreal has a well-organized program of which the prime purpose is to assist in the war effort. Says W. C. Stannard, president:

"Government plans and policy require the conservation of both purchasing and production capacity and the policy of this club will be to avoid any activities which might tend to defeat this national policy, such as the usual stimulants to aggressive selling. Nevertheless, we believe it would be suicidal for the sales profession to become dormant in its thinking and activities during the period of war. Such an attitude

would leave us totally unprepared to accept the challenge of the post-war years.

"For this season it will be the policy of the club to develop a program directed to the following purposes: 1. To assist the war effort. 2. To assist members in understanding and meeting present sales conditions. 3. To assist sales management personnel in the necessary readjustments of today. 4. To stimulate discussion on present and past sales policies in order to find weaknesses which might be corrected and new policies which might be developed for the betterment and greater efficiency of selling after the war."

The Montreal club is one of many that already has, or will have, a post-

war planning committee. (Other clubs active to some degree on post-war: Boston, Springfield, Cincinnati, Dayton, East Bay, Cal.)

The St. Louis Sales Managers' Bureau has started the season with very successful meetings.

At the opening meeting the members heard a stimulating talk by State Rationing Administrator W. H. Bryan, formerly president of the St. Louis club.

So far the St. Louis sales managers have heard the following:

Ralph Carney, Coleman Lamp and



## \$175,000,000 WORTH OF WAR MATERIALS

Will be made in  
WORCESTER  
in 1942

That's a gain of about 75 per cent over Worcester's war material production in 1941. Forty thousand Worcester workers are now engaged solely in war work. In hundreds of shops, big and little, they're turning out the most diversified stream of war products that flows from any city on the Eastern seaboard. The importance of some of this work can be gauged from the fact that one Worcester factory has purchased \$42,000 worth of precision gauges to assure accuracy in production.

Meanwhile Worcester's industrial payrolls have risen until in August they were 32 per cent above the high level for August 1941—and Worcester's average industrial wage has kept climbing until in August it hit the new peak of \$44.12 weekly.

This rich and responsive market—heart of industrial New England—is covered by The Telegram-Gazette alone. There is no other Worcester daily paper. Population: Worcester 193,694. City and Retail Zone 440,770. Telegram-Gazette circulation: more than 138,000 average net paid daily.

**The TELEGRAM-GAZETTE**  
WORCESTER MASSACHUSETTS  
GEORGE F. BOOTH, Publisher  
PAUL BLOCK AND ASSOCIATES, NATIONAL REPRESENTATIVES  
OWNERS OF RADIO STATION WTAG

Supply Co., who spoke on "Arming America"; John Mesker, Mesker Bros. Iron Co., who outlined a successful plan to maintain sales forces in defense plants during wartime; Branch Rickey, former vice-president of the World Champion St. Louis Cardinals; Henry O. Whiteside, research director of the St. Louis Chamber of Commerce, who talked on "Sales Potentialities in Metropolitan St. Louis"; Price Administrator Leon Henderson; Leo Cherne, director of the Research Institute of America; Burton Bigelow, sales consultant; A.

H. Motley, vice-president, Crowell-Collier Publishing Co.

"To fill in our open dates," says George A. Marklin, director of the St. Louis bureau, "we are arranging a series of symposiums and dramatic sketches in the hope of sustaining interest in selling and merchandising during the war and post-war period.

"We also are sponsoring a course in business letters this year, with one of the heaviest enrollments we ever have had in this field. Business evidently feels that because of the war and the difficulty of maintaining contact with

the trade through salesmen, due to tire rationing, that letters will have to do a more effective job than ever.

"In addition, we also are planning to hold the fourth of our series of salesmen's evening meetings, which will give us a rounded out program for the balance of the year.

"We have received rather encouraging information from out-of-town speakers which leads us to believe that our meetings this year will be on a parity with those of other years, despite the war and all of its handicaps. Generally speaking, we feel rather optimistic over the future, and we are carrying on in much the same manner as we always did, keeping constantly on the alert for activities that might tie in effectively with the war effort."

Minneapolis has a number of speakers scheduled for this fall, including Gene Flack, Loose-Wiles Biscuit Co.; Arthur ("Red") Motley, Crowell-Collier Publishing Co.; and Burton Bigelow, sales consultant.

At its November 3 meeting the Sales Executive Club of New York heard T. A. Raman, special correspondent, North American Newspaper Alliance, whose subject was "What About India?" Mr. Raman presented a fair-minded analysis of a serious situation. Godfrey Haggard, British consul-general of New York City, introduced Mr. Raman.

The Sales Managers' Association of Philadelphia at its November 16 meeting heard S. A. Holme, market research section, General Electric Co., whose subject was "Post-war Planning and What the Average Concern Can Do About It."

Reports from several clubs suggest that constructive meetings can be built with the help of local government representatives. Panel discussions are followed by open discussion.

## Fighting Milk

Milk fights. Milk is ammunition just as surely as tracer bullets and heavy artillery and tanks are ammunition. That's why we see a machine-gun spewing milk bottles, a soldier shoving a milk bottle into the breech of a cannon, a tank rolling into action on milk-bottle treads, with milk-bottle guns, in the series of ads prepared by McKee & Albright, Philadelphia, for subsidiaries of National Dairy Products. Copy, advertising Sealtest Vitamin "D" Homogenized milk, takes the same fighting approach in these opening sentences: "This is *Total war!* Food must fight as well as men." . . . "Undernourished peoples can't win wars." The ads will run in 600-line space in newspapers in selected markets.

SALES MANAGEMENT

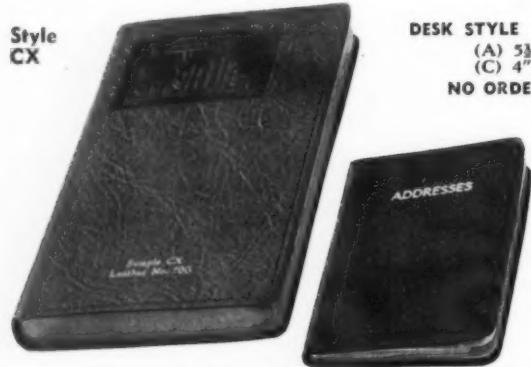
## BOOKS—APPOINTMENT, ADDRESS

for Desk or Pocket



All Styles Available in  
Genuine or Imitation  
Leathers with Gold or  
Plain Edges. Your ad Gold  
Stamped Outside Front Cover or  
Ink-Printed inside Fly Leaf.

Style  
CX



### DESK STYLE (Unruled)

(A) 5 $\frac{3}{8}$ " x 8" — Prices from 90c to \$1.50 Boxed.

(C) 4" x 6 $\frac{1}{2}$ " — Prices from 46c to 95c Boxed.

NO ORDERS ACCEPTED AFTER DECEMBER 1

### POCKET STYLE (Unruled)

(E) 2 $\frac{3}{4}$ " x 4 $\frac{1}{4}$ " — Combination Diary & Address Book — Prices from 22c to 32c.

(N) 2 $\frac{1}{2}$ " x 4 $\frac{1}{4}$ " — Ruled. Prices from 23c to 33c.

NO ORDERS ACCEPTED AFTER  
DECEMBER 1

### ALPHABETICAL ADDRESS STYLE (Ruled)

2 $\frac{3}{4}$ " x 4 $\frac{1}{4}$ " — Prices 25c to 50c.

ADVERTISING CORPORATION OF AMERICA  
2 Park Ave., New York, N. Y.  
Factory: Easthampton, Mass.

# FIRST NIGHTER STEPS OUT

*and Mutual packs the house*



**SYNOPSIS:** "First Nighter" bows in for Campana on NBC in 1930. Moves to CBS in 1938. Change in networks causes temporary audience decline of 39%. Summer vacation in 1940 causes temporary audience decline of 34%. "First Nighter" steps out for Campana on Mutual in Oct., 1942. Temporary audience decline, after summer layoff and change in networks: 33%.

**PROGRAM NOTES:** Despite the *combined* effect of two of the most adverse factors that can depress a program's ratings (network change and summer layoff), Mutual delivers proportionately more "First Nighter" listeners than survived *either* factor before. And, typically, Mutual delivers at a fraction of the program's former cost. With over twice as many stations, too.

**Have you considered stepping out on Mutual?**

**THIS IS MUTUAL**

# On the Wartime Sales Front

## Containers Branch, WPB, Clarifies

In another six months, civilians will look back to today as the "good old days," Charles L. Sheldon, chief, Containers Branch, War Production Board, prophesied at the annual meeting of the Packaging Institute, held in New York City, November 5 and 6. Use of critical materials in the manufacture of non-essential products will be eliminated as rapidly as possible, and the use of critical materials in the production of containers for non-essential products will be curtailed completely within the next several months. Referring to the Controlled Materials Plan, Mr. Sheldon pointed out that more and more commodities will have to come under strict allocations if the program is to work. The manufacture of products which involve the use of scarce materials or constitute an undue drain upon the labor force of the nation, or transportation and power facilities, will suffer. Non-essential commodities which interfere with the war effort will be eliminated completely.

In response to a question about the amount of steel available for canning the 1943 crops, Mr. Sheldon stated that steel would be forthcoming in sufficient volume to package the food quota set by Secretary Wickard and the Foods Requirement Committee. The needed volume has not yet been determined, but it is clear that a smaller supply of tinned fruits and vegetables will be available for civilian use next year. A considerable shift to glass containers will take place, however, thus supplementing the volume of canned goods for civilian consumption.

Mr. Sheldon stressed the fact that the amount of canned foods which can be packed in glass will depend largely upon the availability of closures and rubber. These two factors, rather than the country's glass-making capacity, will determine how extensively glass can be substituted for other containers. Standardization has increased the productivity of the glass industry, which is operating around 80% of capacity. Standardization of glass containers, by stressing smaller closures, is also conserving scarce metals and rubber.

J. J. Berliner & Staff, New York City, announces "Substitute and Alternates Service" to help manufacturers obtain the substitutes necessary to replace vital materials which are becoming short or unavailable.

## Wood Wends Its Way to War

Substitute materials, in many instances, have proved so successful that they are rapidly becoming as desirable and as scarce as the original materials which they replace. Take wood, for example. Six months ago there was a surplus of wood on the market. Today, substitution of wood for steel in a variety of uses has resulted in an estimated shortage for the coming year, of six million board feet, and the freezing of dealers' stocks. Speaking before a recent lumberman's convention, Carlile P. Winslow, director of the U. S. Forest Products Laboratory, stated his belief that before long the manufacture of hundreds of wooden articles in common use would be restricted sharply.

U. S. Forest Products Laboratory has released a report about its progress in stretching the utility of available wood by new processes and substitutes. The new developments include an improved paper base plastic which McDonnell Aircraft Corp. is using experimentally for aircraft parts, and which experts hope will supplement plywood in many aircraft applications. Other materials developed as sub-

stitutes, and reported by the laboratory, are an acid-hydrolyzed plastic filler, developed from sawdust and other processed wood waste, used for molding a black plastic, and a resin-impregnated hydrolyzed wood sheet which can be laminated to a desired form under heat and pressure.

A new demand for wood comes from furniture manufacturers who, denied metal springs under WPB Limitation Order L-49, see a ray of hope in wooden springs for chairs, divans, studio couches, box springs and innerspring mattresses. The School of Design in Chicago has developed a wooden Victory spring, built of veneer strips hinged at alternate ends and folded over wedges, zigzag fashion. The springs can be made from any hard wood with a straight grain. Biggest obstacle to date is the high cost element.

Pacific Mills has issued a series of 12 dynamic war conservation posters designed for retail store use. The key words on every poster directed at the consumer are "Take Better Care of What You Buy."

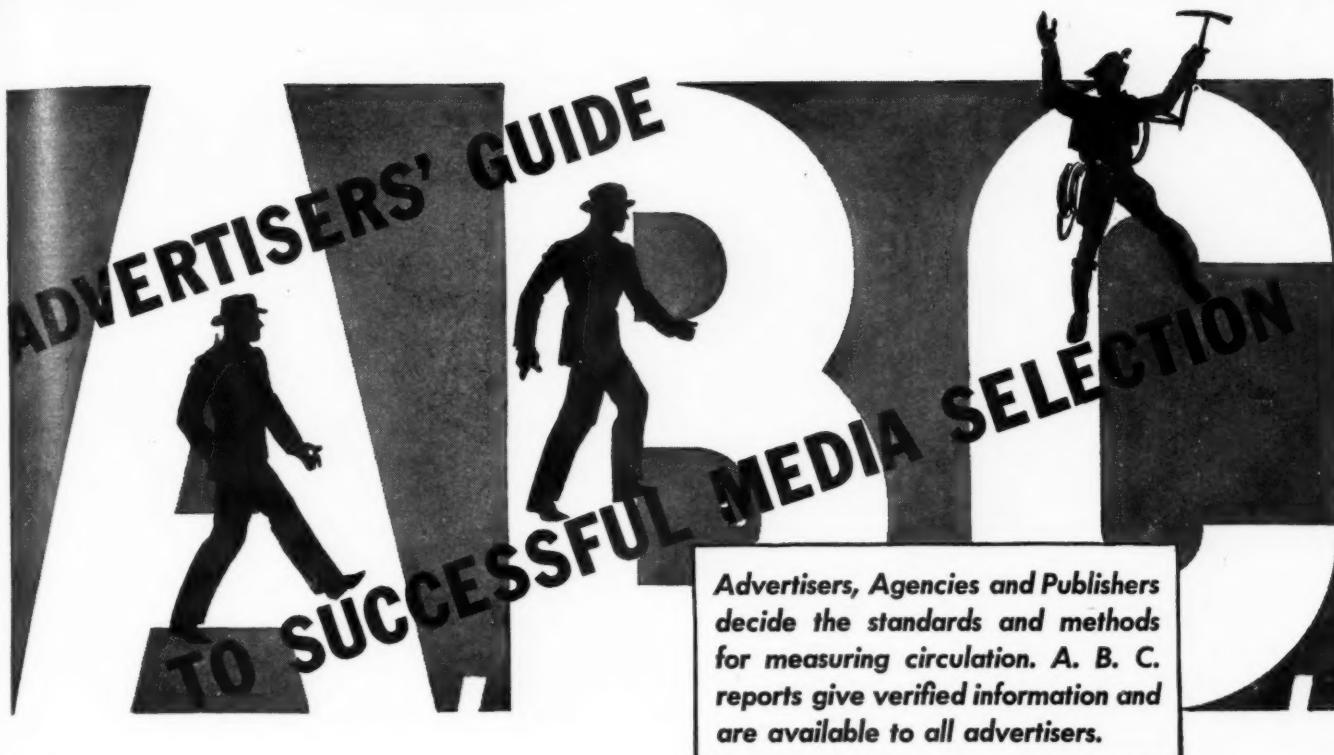
## War-Born Product Changes

Drug manufacturers have been forced by wartime limitation orders and current scarcities to make many product and packaging changes, according to a survey made by the National Association of Chain Drug Stores. For instance: Colgate-Palmolive-Peet reports that all tooth powder and talcum will be packed in paper board, and toothpaste and shaving cream, in plastic collapsible tubes. Mennen will package its talcums and Quinsana in fiber board. The packages will be round in shape rather than square. Squibb is using paper for its dry pharmaceuticals and paperboard containers for aspirin. Both Squibb and Noxzema have reduced the amount of cobalt in the blue glass bottles because of its scarcity. Abbott Laboratories reports a number of formula changes based on the quinine shortage. Other Abbott products affected are multiple vitamin capsules in which Vitamin A has been reduced in daily doses from 10,000 to 5,000 units and USP liniment of soft soap in which the oil of lavender has been replaced with an equal amount of oil of cedar. F. W. Fitch, while making no change in any of its products, has found it necessary to discontinue several items including its Bay Rum, Florella, Quinine, Lilac Royal and Rubbing Alcohol.

Swift & Co. has contributed to the National Nutrition Program an entertaining and instructive booklet on home nutrition, "Eat Right to Work and Win," now being distributed by the Office of Defense Health and Welfare Services.

## Fighting Salesmen

Realignment of the Libbey-Owens-Ford Glass Co.'s sales organization, as a result of the war, is announced by George P. MacNichol, Jr., vice-president in charge of sales. Two new departments have been created—an industrial sales department and a distributors' sales department. The former will be concerned with such markets as the automotive industry, including truck and bus manufacturers, aviation, instrument and optical manufacturers, ship building, and military material divisions. The latter will assist distributors in dealing with regular customers . . . the steel industry's 2,000 salesmen are cooperating in the scrap salvage drive, making calls on some 20,000 steel consumers. Their aim is to bring out 7,000,000 tons of dormant scrap—obsolete machinery, tools, dies, equipment of all sorts, old railroad sidings, etc.



## QUESTIONS

**Check the questions that you want answered when you buy business paper advertising.**

- How much paid circulation? . . . . . See Paragraph No. 8
- How much unpaid circulation? . . . . . See Paragraph No. 8
- What is the business or occupational analysis of subscribers? See Paragraph No. 10
- Where does the circulation go? . . . . . See Paragraph No. 11
- What do readers pay for the publication? . . . . . See Paragraph No. 12
- How is the circulation obtained? . . . . . See Paragraphs Nos. 15, 16 and 17
- What is the duration of subscriptions? . . . . . See Paragraph No. 19
- How many subscribers in arrears? . . . . . See Paragraph No. 21
- What is the renewal percentage? . . . . . See Paragraph No. 22
- How many subscriptions and sales in bulk? . . . . . See Paragraph No. 26

## ANSWERS

**For the answers, refer to the following paragraphs in A.B.C. reports.**

**SEND THE RIGHT MESSAGE  
TO THE RIGHT PEOPLE**

**Paid subscriptions and renewals, as defined by A.B.C. standards, indicate a reader audience that has responded to a publication's editorial appeal. With the interests of readers thus identified, it becomes possible to reach specialized groups effectively with specialized advertising appeals.**

**T**HREE is no guesswork or speculation about media selection and space buying when advertisers make their decisions with the help of the reports issued by the Audit Bureau of Circulations. The facts and figures reported are verified by experienced auditors who make an annual audit of the circulation records of all A.B.C. publisher members. Guided by this information, advertisers can evaluate media intelligently, apply media to markets accurately and invest advertising money with the assurance that they will get what they pay for. Always ask for A.B.C. reports when you buy business paper advertising.

# Sales Management

*Member of the Audit Bureau of Circulations*



*Ask for a copy of our latest A. B. C. report*

## A. ~~5~~ C — AUDIT BUREAU OF CIRCULATIONS — FACTS AS A MEASURE OF CIRCULATION VALUES

U. S. - AUDIT BUREAU

# Media & Agency News

## Agencies

Space buyers of 18 national advertising agencies meeting in New York, have initiated the Association of Agency Media Men, which will get formally under way, with by-laws and nominations, on November 18. Temporary officers are Lucian L. King, Arthur Kudner, Inc., chairman; Joseph Burland, Kelly, Nason, Inc., vice-chairman; Robert B. White, William Esty & Co. secretary, and Marc Seixas, White, Lowell & Owen treasurer.

\* \* \*

J. Stirling Getchell, Inc., which rose in the '30's from a two-room office to one of the largest agencies—placing in a decade more than \$75,000,000 of advertising—is being dissolved. One of its accounts, Socony Vacuum Oil, will announce a new agency soon. Decline in billings of such accounts as DeSoto, Plymouth and Kelly-Springfield is responsible.

\* \* \*

Malcolm G. Rollins resigns as promotion manager of *Good Housekeeping* to join C. L. Miller Co., advertising agency, as an executive . . . Francis M. McGehee, formerly general sales manager of Outdoor Advertising, Inc., is now with Warwick & Legler as an executive . . . Dr. Wallace H. Wulfeck joins Federal Advertising Agency as research director, working with Don Parsons, who becomes vice-president in charge of marketing and merchandising.

sue Corp. to Grey Advertising Agency, New York City . . . George B. Evans Laboratories, National Drug Co. and O'Brien Machinery Co. to John Falkner Arndt & Co., Philadelphia . . . Harvey-Wells Communications, Inc., Southbridge, Mass., to Cory Snow, Inc., Boston . . . Reliance Pencil Corp. to Lee-Stockman, Inc., New York City . . . Cypress Abbey Co., Colma, Cal., appoints Gerth-Pacific Advertising Agency, San Francisco, for Floranite fertilizer and other garden products . . . M. A. Hanna Co., anthracite coal operator, to Gray & Rogers, Philadelphia.

Carnation Milk Co. appoints Erwin, Wasey & Co., Ltd., for British advertising . . . Electric Storage Battery Co., maker of Exide batteries, appoints Irwin Vladimir & Co., for export advertising.

\* \* \*

A West Coast Advertising Advisory Board to work with Government war agencies on public information problems is announced by Dean Jennings, San Francisco, regional director of OWI. Members are Robbins Milbank, Young & Rubicam; Jack Smalley of BBDO; Ralph Calkins, McCann-Erickson; W. H. Horsley, Pacific National Advertising Agency; I. N. Shun, Advertising Counselors, Inc., Phoenix; Larry Lane, *Sunset Magazine*, and Don Belding, Lord & Thomas.

## Newspapers

The *Stars and Stripes*, newspaper of the United States Armed Forces in the European theater of operations, became a daily on November 1. Published in London, it is the first American newspaper produced in Europe since the Nazi invasion of France ended the *Paris Herald* . . . Meanwhile, *Yank*, a weekly, with headquarters in New York City, continues to serve our soldiers in this and other theaters of the war.

\* \* \*

To attract war workers in California industries, Clinton D. McKinnon, president of the San Fernando Valley *Times*, last year founded the *Aircraft Times*, followed by the *Shipyard Times*, weeklies, distributed free at plant gates. These papers, with combined circulation of 150,000, accept national as well as local advertising . . . The Los Angeles dailies are reported planning to launch a cooperative campaign to win readers among these workers.

\* \* \*

Proof that cooperative and concerted efforts can sell more newspaper space was presented by A. J. Glavin, Boston, director of the New England Newspapers Advertising Bureau, at the recent fifth annual meeting of the bureau. Mr. Glavin cited the example of 29 national and regional advertisers, which in 1938 had a combined lineage in New England newspapers of 1,875,518. The average number of New England papers used was 18. In 1941, these 29 accounts used 4,409,361 lines, and the average number of NE newspapers used was 31.

\* \* \*

To aid the training of new salesmen on newspapers, Florida Daily Newspaper Advertising Association, Jacksonville, issues a manual titled, "You Can Sell Newspaper Advertising." The manual, prepared under the direction of Bart E. Bryan, St. Petersburg *Times*, tells the men factors in the

SALES MANAGEMENT



### Latest Crossley Report Puts March of Time Among Radio's Headliners With Quadrupled Audience since June!

IMAGINE a *news show* rocketing up into radio's famous first division in the Crossley popularity poll along with such names as Bob Hope, Jack Benny, Charley McCarthy, and Fibber McGee!

Imagine a *news show* up there with the star entertainers—and no sugar-coating of quizzes, comics, crooners, or swing bands!

It must be *quit*: a *news show* to rate a Crossley of 17.5—to quadruple its audience in four short months against the summer trend. And it's all of that—and a great public service as well—as you already know if you are listening in Thursday evenings.



Sponsored by the editors of TIME and beamed to 23,000,000 radios of

The NBC Network  
Thurs. 10:30 P.M., EWT

Rebroadcast by short wave each week to Europe, Asia, Australia, and Latin America



Dr. Wallace H. Wulfeck, Federal Advertising Agency's new research director.

. . . Herb Polesie is now radio director of Sherman & Marquette, Chicago, with headquarters at the New York City office . . . Ralph Sinclair is named copy director of Ruthrauff & Ryan, succeeding Everett J. Grady, now executive vice-president . . . Louis Menna, from Lennen & Mitchell, is now art director of Ted Bates, Inc. . . . George F. Davis, formerly representative of Curtis Publishing Co., joins Aitkin-Kynett Co., Philadelphia, as account executive . . . Walter Craig, recently program director of WMCA, New York City, joins the radio staff of Benton & Bowles . . . Melville H. Smith, Jr., from White Laboratories, is now with James G. Lamb Agency, Philadelphia.

\* \* \*

Accounts: Lambert Pharmacal Co., St. Louis, appoints Ruthrauff & Ryan, Chicago office, for indigestion and laxative products advertising . . . Pabst Sales Co., Chicago, to Warwick Legler, New York City . . . Purex Corp., Los Angeles, to Batten, Barton, Durstine & Osborn, Hollywood office . . . Sweets Co. of America to Duane Jones Co., New York City . . . Shirtcraft Co., men's and women's divisions, to Campbell-Ewald Co. of New York . . . Elastic Stop Nut Corp. to Arthur Kudner, Inc. . . . Aircraft Accessories Corp., Kansas City, to Kirkgasser-Drew, Chicago . . . Dermatics, Inc., cosmetics, to Wesley Associates, New York City . . . Barclay Tis-

"basic value of newspaper advertising;" and shows them how to learn "selling principles, your paper, your market, and your prospects."

\* \* \*

Equally fundamental is a report issued to members by Frank Tripp, Gannett Newspapers, chairman of the Bureau of Advertising, American Newspaper Publishers Association, urging them "to demonstrate the indispensable value of newspapers in the present crisis, as was done in the newspaper scrap drive." . . . The bureau recently released to member papers an advertisement on the place of the newspaper in the classroom.

\* \* \*

With the addition of 11 newspapers on the Pacific Coast (formed as the Metro Pacific Group) and of the Cincinnati *Enquirer*, Columbus *Dispatch*, New Orleans *Times-Picayune*, and Omaha *World-Herald*, the comics list of the Metropolitan Group is expanded to 39 papers with total circulation of 14,224,000. The original Metropolitan Comics Group in 14 basic cities has not been changed . . . Metropolitan Gravure Group now embraces 25 papers—latest additions being Cincinnati *Enquirer*, Scranton *Scrantonian* and Seattle *Times*.

\* \* \*

Lawrence Merahn is appointed promotion manager of New York *Sun*, succeeding Richard Swyers, now with BBDO . . . Joseph R. Greenaway is named advertising director of the Jamestown, N. Y., *Post-Journal* . . . William J. Swagerman resigns as vice-president and partner of George McDevitt Co., publishers' representative . . . Frank J. Houlahan, formerly in charge of Mid-West territory for the Tea Bureau, joins the Chicago staff of Paul Block & Associates.

\* \* \*

Sheboygan, Wis., *Press* appoints Ward Griffith Co. national advertising representative . . . St. Louis *Globe-Democrat* names Osborn, Scolaro & Meeker as national representative at New York. Arthur Cornell, from the *Globe-Democrat*, joins the representative's staff . . . St. Augustine, Fla., *Record*, Lexington, Mo., *Advertiser-News*, and Mexico, Mo., *Missouri Ledger* name Theis & Simpson Co.

## Magazines

It takes more than war, apparently, to remove the affectionate side of life. Beauty, and therefore love, and therefore babies, go on . . . *Vogue* reported in its November 1 issue, from the experience of Sperry Gyroscope Co. on Long Island, and Britain's Ministry of Supply, that "more beauty" makes for "more work" by women in war industries . . . Meanwhile, Allied Purchasing Corp., New York City, contracts with Shaw Publications, there, to manage and produce *My Baby*, a quarterly, standard-size magazine for prospective and new mothers, to be distributed through some infants' departments of 60 Allied stores and through other outlets throughout the country. D. Minard Shaw, formerly with Sears Roebuck & Co., will be publisher . . . *Charm* reports an 18% gain in advertising lineage in November from November, 1941.

\* \* \*

John Edwin Shepherd, from Samuel C. Croft Co., becomes director of research and trade extension for *Esquire* . . . W. E. Simler, recently vice-president of *U. S. Camera*, is now an executive with *Air News* and *Air Tech*, New York City . . . James E. Edwards, with the *Prairie Farmer* for 28 years, has been appointed advertis-



James E. Edwards becomes *Prairie Farmer's* ad manager.

Network planning and advisory committee will be held at New York on November 18. Present members of the committee,



## GEM OF THE GULF COAST

10 MINUTES FROM BILOXI

Championship sporting golf course. Most delicious meals of the Gulf Coast. Fishing, boating, hotel dock. Luxurious unique surroundings. American or European. Ideal winter and summer resort. Write. Gulf Hills Hotel, Ocean Springs, Miss.

## THE GULF HILLS Bungalow Hotels



FOR A GOOD DAY'S WORK  
IN ST. LOUIS

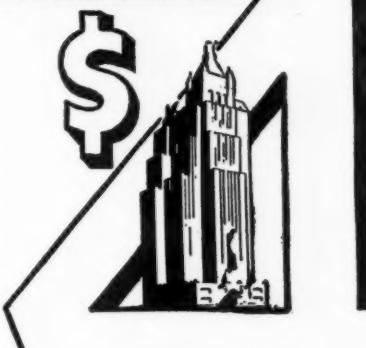


GET A GOOD NIGHT'S  
SLEEP AT  
MENNOX  
HOTEL

ALL ROOMS NOISE-PROOFED • RATES FROM \$3.00

## MINIMUM RATE

# Stabilized



Voluntarily, The Lexington stabilized its minimum rate—in 1939! It's still \$4.00—and more than one-half the total number of rooms in "New York's Friendly Hotel" are now, as before, available at that price...all outside with combination tub and shower, circulating ice-water, full-length mirror, four-station radio. Home of the famous Hawaiian Room.

## Hotel Lexington

Charles E. Rochester, V. P. & Mgr. Dir.

LEXINGTON AVE., AT 48<sup>TH</sup> ST., N.Y.C.



**GIBBONS KNOWS CANADA**  
J. J. GIBBONS LIMITED • ADVERTISING AGENTS





Three WCCO (Minneapolis) general managers, current and past, hash things over at a reunion in the Nicollet Hotel, that city: left to right, William E. Forbes, who replaced Earl Gammons on July 1; Mr. Gammons, who left to take over management of CBS's Washington office; and A. E. Joscelyn, who replaced Mr. Forbes as manager of WCCO, effective November 9. Mr. Forbes is now in New York City as an executive assistant to the CBS management; Mr. Joscelyn comes from station WBT, Charlotte, where he was general manager.

originally formed last February to assist in developing program standards are Bill Fay, WHAM, Rochester, N. Y.; Allen

Campbell, WXYZ, Detroit; Earl May, KMA, Shenandoah, Iowa; Henry Johnston, WSGN, Birmingham; Harold Hough, KGKO, Fort Worth; Duncan Pyle, KVOD, Denver; Bud Stuht, KJZ, Seattle.

\* \* \*

With the appointment of William E. Forbes, manager of WCCO, Minneapolis, to executive duties in New York City, CBS makes several changes in the management of its owned and operated stations. A. E. Joscelyn succeeds Mr. Forbes at WCCO, and A. D. Willard Jr. replaces Mr. Joscelyn at WBT, Charlotte. Carl J. Burland, from CBS, New York City, is now manager of WJSV, Washington.

\* \* \*

A. W. Kaney is named manager of NBC station relations for the central division, at Chicago . . . Herbert S. Chason, from CBS, is now sales promotion manager of WHN, New York City . . . H. E. Westmoreland is now general manager and Fred F. Laws local sales manager of WLOL, Mutual station at Minneapolis . . . J. E. Moore, former radio columnist for the Hearst newspapers, is now publicity director of WABC, New York City . . . Robert S. Collins, formerly Chicago sales manager of Newspaper Groups, Inc., joins the Chicago sales staff of Free & Peters . . . Walter Beadell, from WAAF, Chicago, is now on the Chicago sales staff of Joseph Hershey McGillvra.

\* \* \*

FM Broadcasters, Inc., Washington, reports that 37 commercial frequency modulation stations and eight experimental FM transmitters are now on the air. Completion of most of the 17 others authorized probably will be held up for the duration.

\* \* \*

WOR, New York City, signed 92 new

business contracts—20 of them with advertisers who had not used WOR before—in a "new business front" sales drive in September and October . . . WLIB, Brooklyn, appoints the Walker Co., of Chicago, Kansas City and Los Angeles, as national sales representative, the East excluded . . . KQW, San Francisco, CBS outlet, introduces a series of quarterly bulletins in the drug, tobacco and grocery fields to members of these trades in its area.

\* \* \*

William B. Way, general manager of KVOO, Tulsa, introduced a "Broadcasters' Declaration of Independence" before the recent meeting of National Association of Broadcasters at Chicago. The declaration urged that the stations "use fearlessly the right to make our own terms upon which advertisers, networks, or anyone may lease our facilities."

\* \* \*

NBC reports that its network time devoted to war programs has increased more than 300% since the first of the year. During September, NBC broadcast 77 hours, 20 minutes of programs and announcements designed to aid the war program, either directly or indirectly. This was 51 hours and 27 minutes more than NBC's "war" total last January. In each of the first nine months of this year—except June—the trend has been upward.

## Hart Joins Einson

Harold Hart, contest specialist, who has supplied promotions to many major newspapers, becomes a member of the creative staff of Einson-Freeman Co., lithography, Long Island City.



Harold Hart joins Einson - Freeman Co. as member of its creative staff.

## Business Papers

American Import & Export Bulletin, New York City, published by John F. Budd, introduces *Air Transportation*. At present a section of the *Bulletin*, *Air Transportation* later may become a separate publication . . . *Commercial Car Journal* carries 184.2 pages of advertising in a current "Wartime Operation and Maintenance Manual," or about 33 more pages than its issue of November, 1941 . . . Haire Publications introduce a "Luggage and Leather Goods Manual."

\* \* \*

Irwin Robinson resigns from *Advertising Age* to become information director for the Advertising Council, New York City . . . William F. Buehl, recently assistant director of research and sales promotion of *Farm Journal*, joins McGraw-Hill at Philadelphia as assistant to Franklin H. Johnson, vice-president . . . William J. Gibson, formerly advertising manager of *Diesel Power* and *Diesel Transportation*, returns to Case-Shepperd-Mann Publishing Corp., New York City, as an advertising representative . . . Muriel Long, from Sherman K. Ellis & Co., joins Liquor Publications, Inc., New York City, as art director.

SALES MANAGEMENT

## DE LUXE TABLE PHEASANTS

to tickle the pride and palate  
of your hard-to-please  
friends and clients

Everyone wants to give something distinctive . . . unusual—something that will be remembered. Here's the answer . . . a brace of wonderful-looking, delicious-tasting, de luxe table pheasants. \$8.75 per brace, (2 birds, cock and hen) beautifully gift-packed, express prepaid. (Recipe booklet in each package). Please enclose check with order.

L. Whitney, Green Hill Farm, RFD-2 Pine Plains, N. Y.



# WOC

BASIC BLUE

for Tri-Cities

CP 5000 WATTS

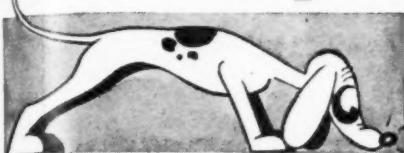
DAVENPORT

ROCK ISLAND

MOLINE

FREE & PETERS, Inc., National Representatives

## Tip S



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

**A Guide to Effective Freight Transportation Promotion.** A 50-page working manual for all transportation agencies, based on the findings of Ross Federal Research Corp. in a series of interviews with shippers from coast to coast. The men interviewed control more than 800,000,000 of the annual freight transportation business. Their answers to questions about types of carrier service used, size of freight bills, factors that influence decisions, and problems encountered in the selection of carriers, can be read as a shippers' blueprint of the kind of freight transportation promotion that will be most helpful today. The researchers not only probed the various phases of the individual shipper's problem but also measured his interest in current transportation advertising. The ads thus analyzed are reproduced in the booklet and the score is given for each. The authors carry the significance of this feature further and break down the shipper's job interests into their component parts, underlining the discussion of each part with samples of actual ad campaigns that are directed at specific needs of the men on the transportation front. The booklet also shows how promotion can be aimed at post-war objectives. For copies write Emil G. Stanley, *The Traffic World*, 418 S. Market St., Chicago, Ill.

**What's Ahead in Industry?** This is a reprint of the hard-hitting, common-sense talk delivered recently at a meeting of the Sales Executives' Club of New York by John H. Van Deventer, president and editor of *Iron Age*. Mr. Van Deventer made four important points in his speech: 1. there is no substitute for management; 2. American business has worked its way out of the "dog house"; 3. business must not fail in this war, as it did in World War I, to sell women workers on American industry; 4. the history of post-war periods in the past does not justify any fixed conclusion that the American economy must suffer a post-war slump. Burton Bigelow, Burton Bigelow Organization, 274 Madison Ave., New York, N. Y., will distribute copies free of charge to interested executives.

**Mr. Hooper Tours a Blanket.** This is a deluxe job whether you consider it from the angle of the physical aspects of the presentation or the thoroughness of the survey. The field of Mr. Hooper's explorations is the term "blanket" as it applies to the depth of coverage available through Station WJR. The survey set out to discover the answer to two questions: "How many people throughout the WJR area listen all the time?" and "How deep

is the station's vertical penetration of this market?" Hooper's regular measurements of Detroit's listening audiences indicated that on an all-day basis 31.5% Detroit radio families listen to WJR, but no one had ever employed the same technique in other cities of the station's area, no one knew whether the Detroit data could be safely projected beyond the point of origin. The upshot was that Hooper interviewers extended their research to 25 typical communities in Michigan, Ohio and Indiana. They conducted a total of 136,332 coincidental telephone interviews, calling continuously from 8 A. M. to 10:30 P. M. on week days, from 6 P. M. to 10:30 P. M. on Sundays—asking three questions: 1. "Were you listening to your radio just now?"; 2. "To what program were you listening?", and 3. "Over what station is that program coming?" The book is divided into two main sections, the first outlining the method of the survey and the route of the Hooper caravan, the second containing maps, charts and tables summarizing and interpreting the findings. Address Leo J. Fitzpatrick, Station WJR, Detroit, Mich.



**Wartime Market Selector.** The war has so scrambled the marketing picture in some fields that it looks like a jig-saw puzzle put together by a cock-eyed surrealist. To meet the demands for up-to-date information on wartime changes in the metalworking industry, *Steel* is making available a market study that corrects conditions up to September 1 of this year—and relates the changes in plant capacity, employment, products and operations as to present and future markets. A novel and intriguing feature of the study is the Market Selector, illustrated here. Printed in yellow and black on heavy bristol, it breaks down the industry by 20 different manufacturing operations and, through the medium of a pull-slide, analyzes the plants by capitalization and employment. On the reverse side of the selector the same device shows *Steel's* readership by titles in plants performing the 20 operations. For copies write George Hays, *Steel*, Penton Building, Cleveland, Ohio.

**Posters Used by American Industries.** American business is using house organs, instruction books, pay envelope enclosures, booklets, various kinds of leaflets, and a whole host of other similar materials, in a program designed to stimulate the war effort. This is the first of a series of booklets showing how printed material is helping fight the war. It contains more than 100 striking posters on war incentives, care of tools, loose talk, loss of time and war bonds and stamps. For copies, write Ellsworth Geist, S. D. Warren Co., 89 Broad St., Boston, Mass.



Keep your product

A  
BEST  
SELLER

the year around

in the Service Camp  
Exchange Market.

## POST EXCHANGE DIRECTORY ISSUE

Published February 1943

POST EXCHANGE is the only military trade paper edited and published exclusively for the purchasing agents who buy for over 3,500 service camp exchanges. This is a market of some 6,000,000 soldiers, sailors and marines, etc. . . . who do their buying at the exchange or ship's service store.

### Post Exchange Directory Issue

1—Will keep your selling announcement "within arm's reach" of these purchasing agents . . .

#### THE YEAR AROUND!

2—Will put your product "in on the ground floor" when products are specified and ordered for some 6,000,000 service men . . .

#### THE YEAR AROUND!

#### A FEW FEATURES OF POST EXCHANGE ANNUAL DIRECTORY ISSUE:

IT WILL CONTAIN: As complete a list as possible of all manufacturers who are known to make products salable in service camp exchanges to men in service; a listing of all such products these manufacturers offer; Trade Names!

Advertisers in this issue will receive special competitive treatment! All copies of this issue will be mailed, punched, with a string attached for ready hanging. 1,000 extra copies will be distributed. New camps established during the year will automatically receive a copy.

All this . . . and more, too . . . at regular advertising rates! Go after your share of this GROWING MARKET . . . NOW! Write, phone or wire for further details!

**POST EXCHANGE**  
292 Madison Ave., New York, N.Y.  
Murray Hill 3-4892



# Comment

BY RAY BILL

**D**ISTINGUISHED PROGRESS AWARD. Often awards, such as Pulitzer prizes, have been endowed by personal philanthropists of vision. Now and then, professional and business societies or associations have created awards of enduring character and distinction which are devoid of commercialism. Usually, however, when private companies engage in an activity of this sort, we find some subtle conception for promotion of a company, its products, or even its top executives. It is therefore encouraging and refreshing to observe a current example of creation by a private company of an award with all the idealism and unselfishness which characterizes the highest type of philanthropy.

Within the fortnight, the Annual John Wesley Hyatt Award was conferred on Dr. Donald S. Frederick of the Rohm and Haas Co. Established by the Hercules Powder Co., this award went to the individual who made in 1941 the most outstanding contribution to the plastics industry. The award took the form of the Hyatt Gold Medal, designed by Paul Manship, plus one thousand dollars. The personnel of the award committee testifies to the high plane on which this award stands—this committee, including Richard F. Bach, Dean, Education and Extension, Metropolitan Museum of Art; Dr. Lyman J. Briggs, Chief, U. S. Bureau of Standards; Dr. Karl Taylor Compton, President, Massachusetts Institute of Technology; Mr. Watson Davis, Director, Science Service; Eric Hodgins, General Manager, *Time* Magazine; Dr. Harry N. Holmes, President, American Chemical Society; Ronald Kinnear, President, Society of Plastics Industry.

Dr. Frederick was honored for his work in adapting transparent, colorless acrylic plastics to the needs of American military aircraft. Put in more widely understood language, he contributed notably to making possible large-size plastic sections for planes and with special reference to such as bombing plane noses, cockpit enclosures, gun turrets, broad windows, domes and other key parts where transparency and conformation to plane contours are so essential.

In chatting with C. A. Higgins, president of Hercules, we learned that his company established this award because of its belief that any business concern which has been successful in a given field should devote some of its profit to doing such things on a strictly unselfish basis with a view to inspiring and stimulating new types of progress from all possible sources. In this spirit, Hercules established the award named in tribute to John Wesley Hyatt,

who is credited with having been the inventor in 1867 of the first plastic, out of which came the present celluloid.

From Dr. Frederick we learned that, while he attended several universities and received numerous degrees, and is a technical leader of outstanding ability, he is also a sales executive. In 1936 he was made sales manager of the Plastics Division of his company, since which time he also has headed his company's technical sales force.

All of which leads us to commend Hercules for its unselfish company vision in establishing this award and to congratulate the sales executive who had the vision and ability to make such an important contribution to permanent progress, as well as to the immediate needs of these critical war times.

◆ ◆ ◆

**“YOU AND I AND RCA.”** This is the title of the booklet which the Radio Corp. of America circulates to all of its workers with their twice-a-month pay checks. In the latest issue we find the application of a new type of public relations, i.e., salesmanship. In this issue the company undertakes to explain to its workers why they may from time to time suddenly find themselves out of work, despite the fact that they are engaged exclusively in the production of war products.

This same sort of problem has arisen and will arise in a good many other plants. Explaining it to workers requires salesmanship of an unusual but understanding character. Actual battle experience is proving the need for discontinuing certain types of war material hitherto thought to be the last word in their field. Such battle experience is proving an urgent need for new types of war products which must be designed and scheduled. Scarcity of certain materials is forcing periodic allotment thereof, with consequent periodic delays in new governmental orders. Our country is prosecuting the war on a scale of which the very vastness must result in some confusion, delays and mistakes.

These and other developments make it impossible to avoid occurrences such as that mentioned above. Nevertheless, the job of explaining such happenings to workers remains a vitally important one, the difficulties of which can be well understood only by those who have been confronted with such a situation. “You and I and RCA” meets this problem with understanding “salesmanship” of the highest order.